European Monitoring Centre
for Drugs and Drug Addiction

EN

ISSN 1725-4558

General Report of Activities

Key achievements and governance:
a year in review

2019

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2019

Foreword

We are proud to present the 25th *General Report of Activities* of the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA), which provides an overview of the agency's key achievements in 2019.

It was a year in which we released 32 scientific and corporate publications, in addition to 30 *Country Drug Reports* presenting the situation in the EU Member States, Norway and Turkey. Our analyses were accessed, via our website, by 1.7 million visitors and we contributed to almost 300 scientific and institutional drug events during the year. More than 500 drug professionals were trained at the capacity-building activities carried out by the EMCDDA, many of which were held in cooperation with our partners.

Two EMCDDA flagship publications, namely the *European Drug Report 2019* and the third edition of the *EU Drug Markets Report* (which was produced jointly with Europol), were launched in Brussels by Dimitris Avramopoulos, the European Commissioner for Migration, Home Affairs and Citizenship. These reports contributed new evidence on the dynamic drug phenomenon and the increasingly innovative EU drug market, which was estimated to be worth at least EUR 30 billion a year.

At a time when public health concerns are growing, we are proud to announce that, collaboratively with some key partners, our agency effectively acted on three key priorities: tackling the problem of drug-related deaths, supporting effective harm reduction interventions and engaging with drug prevention professionals. A wealth of resources were released, including the highly praised *European Prevention Curriculum* handbook, which we hope will enhance the efforts of many specialists working in this important field in the years to come.

This was also the first year of operation under the new legislative framework of the EU Early Warning System (EWS) on new psychoactive substances (NPS). In close collaboration with our partners, which include the Reitox EWS network in the Member States, Norway and Turkey, and five EU agencies, we ensured the efficient implementation of the EWS. In addition, eight risk communications were issued and the EWS was notified for the first time of 53 NPS in 2019, bringing the total number of substances under monitoring to around 780.

Providing timely information to the EU drug policy debate was a transversal priority of the agency and much of our efforts were put into analysing and reporting on the developments in the evolving cannabis market; these culminated in a new report, several topic overviews, regular cannabis policy news items and a briefing note, all of which were provided to our key stakeholders, namely EU and national policymakers in the drugs field.

Throughout the year, working in partnership was vital for the EMCDDA. Core to our activities were our established data providers in the EU Member States, Norway and Turkey, which form the invaluable Reitox network of national focal points. While, in 2019, the network held its 60th meeting at our premises in Lisbon, the year also saw important concerns being raised regarding the sustainability of the network in the context of the challenging financial perspective faced by the EMCDDA. A key commitment was made by the agency and its main network to together identify the actions needed to mitigate the impacts of any resource limitations and to ensure their viability and the very existence of the EU drug-monitoring system overall.

Another key development in our work with partners was the inception of two important EU-funded technical cooperation projects, one for six of the candidate and potential candidate countries and one for 15 of the European Neighbourhood Policy countries.

Working in partnership also made possible the organisation, in Lisbon, of the Third European Conference on Addictive Behaviours and Dependencies, which is also known as 'Lisbon Addictions'. The conference also had a record number of international participants in 2019, namely 1 300. The EMCDDA was one of the co-organisers of this event and contributed over 60 presentations and e-posters.

Throughout the year, we were honoured to receive recognition for our sustained efforts, which came from practitioners working in the field, our partners and drug policymakers.

In this regard, the report published by the European Commission in May on the fourth external evaluation of the EMCDDA, which it carried out in 2018, confirmed that over the past six years the agency had continued to be widely recognised as a true hub of scientific excellence in Europe and internationally. We will nonetheless continue to improve our services in the years to come; information in this respect will be provided in the follow-up action plan that was adopted by the EMCDDA Management Board in December.

Finally, but importantly, we are pleased to announce that, in 2019, the EMCDDA achieved its highest performance ever, both operationally and financially. This was only possible thanks to the hard work and commitment of our staff.

We would also like to express our gratitude to the members of the Management Board for their ongoing support and guidance. Special thanks go to our Scientific Committee, which reached the end of its mandate in 2019. We know that we may count on the new Scientific Committee to advise us in the years to come.

Our final appreciation goes to all of our networks and partners, which enriched our work and enhanced our results in 2019.

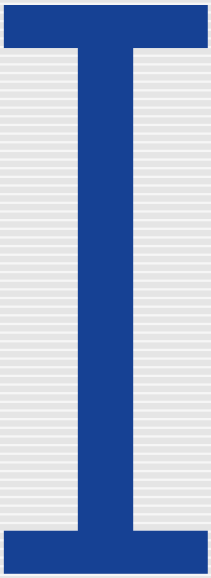
Laura d'Arrigo
Chair of the EMCDDA Management Board

Alexis Goosdeel
Director of the EMCDDA

List of acronyms and abbreviations

AASC	Assembly of Agency Staff Committees
ABAC	electronic management and accounting system
CELAC	Community of Latin American and Caribbean States
CEPOL	EU Agency for Law Enforcement Training
CICAD	Inter-American Drug Abuse Control Commission
CND	UN Commission on Narcotic Drugs
COPOLAD	Cooperation Programme between Latin America and the European Union on Drugs Policies
COSI	Standing Committee on Operational Cooperation on Internal Security
CSC	Council Security Committee
DG HOME	Directorate-General for Migration and Home Affairs
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations
DG SANTE	Directorate-General for Health and Food Safety
DGPNSD	Delegación del Gobierno para el Plan Nacional sobre Drogas
DPO	data protection officer
ECDC	European Centre for Disease Prevention and Control
ECDD	Expert Committee on Drug Dependence
ECHA	European Chemicals Agency
EDMR	*European Drug Markets Report*
EDND	European Database on New Drugs
EDPS	European Data Protection Supervisor
EDR	*European Drug Report*
EEAS	EU External Action Service
EFSA	European Food Safety Authority
EFUS	European Forum for Urban Security
EMA	European Medicines Agency
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
EMPACT	European Multidisciplinary Platform Against Criminal Threats
EMSA	European Maritime Safety Agency
ENI	European Neighbourhood Instrument
ENISA	EU Agency for Cybersecurity
ENP	European Neighbourhood Policy
EPSO	European Personnel Selection Office
ERISSP	European Reporting Instrument on Sites related to Synthetic Production
ESCAPE	European Syringe Collection and Analysis Project Enterprise
ESPAD	European School Survey Project on Alcohol and Other Drugs
EU4MD	EU4Monitoring Drugs
EU-ACT	EU Action Against Drugs and Organised Crime
EU-ANSA	EU Agencies Network on Scientific Advice
EUPC	*European Prevention Curriculum*
Euro-DEN Plus	European Drug Emergencies Network
EWS	Early Warning System
FRA	EU Agency for Fundamental Rights
GAT	'GAT IN Mouraria' (Grupo de Ativistas em Tratamentos)
HCV	hepatitis C virus

HDG	Horizontal Drugs Group
HFP	head of national focal point
IAS	Internal Audit Service
ICF	Internal Control Framework
ICT	information and communication technology
IPA	Instrument for Pre-Accession Assistance
ISCTE-IUL	ISCTE — University Institute of Lisbon
ISSUP	International Society of Substance Use Prevention and Treatment Professionals
JHA	Justice and Home Affairs
KPI	key performance indicator
LIBE	Civil Liberties, Justice and Home Affairs
NFP	national focal point
NGO	non-governmental organisation
NPS	new psychoactive substances
OAP	operational action plan
OSI	open-source information
PD	programming document
PM^2	Project Management Squared
PWID	people who inject drugs
SCORE	Sewage Analysis CORe group Europe
SICAD	Serviço de Intervenção em Comportamentos Aditivos e Dependências
SOCTA	Serious Organised Crime Threat Assessment
UN	United Nations
UNAIDS	Joint UN Programme on HIV/AIDS
UNODC	United Nations Office on Drugs and Crime
WHO	World Health Organization
Xchange	online registry of evidence-based prevention programmes



PART I

Report of activities: key achievements and governance

Mission statement

Independent, science-based information is a vital resource to help Europe understand the nature of its drug problems and better respond to them. It was based on this premise, and in the face of an escalating drugs phenomenon, that the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) was established in 1993. Inaugurated in Lisbon in 1995, it is one of the EU's decentralised agencies.

Building on the EMCDDA's Founding Regulation (Regulation (EC) No 1920/2006) as amended (Regulation (EU) 2017/2101 as regards information exchange on, and an early warning system and risk assessment procedure for, new psychoactive substances (NPS)), the **EMCDDA Strategy 2025** defines the agency's current mission and vision statements.

Mission

The EMCDDA exists to support evidence-based decisions and actions at EU and national levels by providing factual, objective, reliable and comparable information concerning drugs and drug addiction, and their consequences. The EMCDDA's mission is therefore grounded in the consensus that sound information is a prerequisite for developing effective policies in the drugs area.

Vision

The EMCDDA's vision is a healthier and a more secure Europe, achieved through better informed drug policy and action.

To do this effectively, the agency must constantly strive to respond to the needs of its primary customers, who can be defined as:

- EU institutions;
- national decision-makers/policymakers;
- professionals working in the drugs field.

Beyond meeting the information needs of primary customers, to address its mandate the EMCDDA also needs to engage with other stakeholders, including academic institutions and researchers; the general public, civil society and those affected by drug problems; and international organisations and third countries.

Values

The EMCDDA is committed to the EU and its values. Beyond these, the agency has identified its own set of core values to inform all aspects of its work, inspire staff in their professional performance, inform future organisational policies and guide the agency's interactions with stakeholders and partners.

The EMCDDA's four core values are:

- scientific excellence;
- integrity and impartiality;
- customer focus and service orientation;
- efficiency and sustainability.

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CHAPTER 1
Executive summary

This report presents the implementation of the activities of the EMCDDA's work programme for 2019, the first year of the **multiannual programming document (PD) 2019-21**.

The report mirrors the work programme for 2019, which, in line with the EMCDDA Strategy 2025, presents the activities of the EMCDDA within the three main areas of work: health, security and business drivers.

While the EMCDDA has clear objectives and priorities in each area, it is important to note that the multifaceted nature of the drugs problem means that these areas are interlinked and complementary. Therefore, for the purpose of this executive summary, a section that includes transversal work is presented first.

Transversal work: health and security

In 2019, the agency continued to produce timely and high-quality information, together with strategic and situational analyses and threat assessments, to inform policy and practice. In this regard, the agency's most tangible outputs are its publications, some of which are produced in cooperation with partners. In 2019, 32 scientific and corporate publications, in addition to 30 *Country Drug Reports*, were **released by the EMCDDA**. The agency also authored or co-authored 22 scientific articles and book chapters, which were published in prestigious journals and publications, enhancing the agency's scientific reputation.

Furthermore, over 1.7 million visitors accessed the EMCDDA website in 2019 (i.e. 4 700 visits per day), an increase of 26 % compared with 2018 and of 60 % compared with 2017.

One of the most downloaded resources was the *European Drug Report* (EDR) of 2019, the EMCDDA's yearly flagship publication. The report was launched on 6 June at the European Commission in Brussels by Dimitris Avramopoulos, the European Commissioner for Migration, Home Affairs and Citizenship, and by Alexis Goosdeel, the EMCDDA Director.

Available in print and as a PDF in 24 languages, the EDR 2019 was accompanied by the *Statistical Bulletin 2019*, which contained the European dataset underpinning the analysis, and 30 *Country Drug Reports*, which presented summaries of national drug phenomena. National launches of the EDR and the *Country Drug Reports* were organised in 12 EU Member States.

The EMCDDA continued to disseminate its information and analysis through the year by attending and contributing to almost 300 scientific and institutional events (see Annex 5 for a full list of events attended by EMCDDA staff).

This information dissemination was complemented by training and capacity-building activities, which allowed the agency to transfer its knowledge to more than 500 professionals working in the drugs field, including law enforcement officers and policymakers both in the EU and beyond.

Specific highlights from the EMCDDA's work within the three main areas — health, security and business drivers — are presented below and details can be found in the later sections of the report and in the annexes.

Health area

Through its Strategy 2025, the EMCDDA is committed to contributing to a healthier Europe by addressing important drug-related public health concerns. In this regard, the EMCDDA's public health priorities in 2019 were as follows: to contribute to the reduction of drug-related deaths, to promote hepatitis C testing and treatment among people who inject drugs (PWID) and to promote the implementation of evidence-based prevention interventions.

Reducing drug-related deaths is a major public health challenge. To support the EU efforts in this area, the EMCDDA launched five new resources focusing on drug overdoses in Europe and the interventions in place to prevent them.

The year 2019 was the second year of implementation of the EMCDDA harm reduction initiative, which aims to develop high-quality materials for capacity-building and training activities for those working in the field. Work in this area included the launch of a new set of resources aiming to enhance hepatitis C virus (HCV) care among PWID and the development, in collaboration with EU partners and experts, of an 'elimination barometer' for viral hepatitis, with the aim of helping countries to assess their progress in eliminating hepatitis C and B among PWID.

The EMCDDA also substantially supported the implementation of evidence-based interventions to prevent drug use. This included the publication of a new *European Prevention Curriculum* (EUPC) handbook, a manual that is designed to train professionals who are involved in shaping prevention decisions, opinions and policies in Europe in the science-based prevention of substance use. This new resource was subsequently used at the first EUPC 'training for trainers' course — a joint initiative of the EMCDDA and the EU-funded project 'ASAP training for quality in prevention', which took place at the agency's headquarters in Lisbon.

This was also the first year of operation of the new legislative framework on NPS, which strengthened the EU Early Warning System (EWS) on NPS. Therefore, while an important part of the agency's resources in this area were dedicated to adapting the relevant guidelines, procedures, processes and tools to the new legal framework, the EMCDDA continued to ensure the robust implementation of the EWS, together with its EU partners, which now include the Reitox EWS network and five EU agencies, in addition to the EMCDDA. The EU EWS was formally notified for the first time of 53 NPS during the year, bringing the total number of NPS currently monitored to around 780. Furthermore, eight risk communications were issued to the EU EWS network.

In the policy area, much of the agency's efforts went on following up on the developments in the evolving cannabis market, in order to promptly inform the EU policy debate. To that end, a new report and several topic overviews were released, and regular cannabis policy news items were issued on relevant European and international developments in this field. Furthermore, a briefing note on the World Health Organization Expert Committee on Drug Dependence (WHO-ECDD) recommendations on cannabis and related substances was provided to the European Commission upon request. The EMCDDA Reitox Academy entitled 'Understanding cannabis policies — changes and challenges' was also organised in Lisbon, with the aim of improving the understanding of different cannabis policy models and their implementation, as well as of methods to assess the impact of changing cannabis policies.

An ongoing priority in the policy area was to contribute to the implementation of the EU action plan on drugs 2017-20 and to support the European Commission, as required, in the evaluation of the EU drugs strategy 2013-20. In this regard, the EMCDDA provided the European Commission and the external evaluators of the EU drugs strategy with an information-rich briefing note entitled *The EMCDDA's contribution to the final evaluation of the EU drugs strategy 2013-20 and of the EU action plan on drugs 2017-20*.

The information and analysis provided by the EMCDDA in the health area were supported by the ongoing, underlying monitoring work that was carried out by the agency throughout the year. The core monitoring activity (based on the five EMCDDA key epidemiological indicators) was further strengthened, with a significant contribution from the Reitox network of national focal points (NFPs), the agency's main data providers in the Member States, while new data sources continued to be investigated.

These 'leading edge' indicators provide useful, timely and complementary data that offer valuable insights into drug use in Europe. To that end, the EMCDDA enhanced its collaboration with innovative initiatives, including the Sewage Analysis CORe group Europe (SCORE) on wastewater analysis, the European Web Survey on Drugs (providing data on drug consumption in different populations of drug users in 16 European countries), the European Drug Emergencies Network (Euro-DEN Plus, an organisation that monitors emergency data on acute drug-related harm that are provided by selected hospitals in 18 European countries), the European Syringe Collection and Analysis Project Enterprise (ESCAPE) and the Trans-European Drug Information Project (TEDI). Data collected from the EMCDDA's collaboration with these initiatives fed many of the EMCDDA's analyses that were produced and published during the year.

Security area

A large amount of effort in this area in 2019 went into the launch of the third joint EMCDDA-Europol *EU Drug Markets Report* (EDMR) and its supporting digital information package. This publication provides a strategic and action-oriented analysis that combines data from the EMCDDA's drug-monitoring system with Europol's operational intelligence on organised crime. The 2019 EDMR was accompanied by a comprehensive range of resources. These included a booklet presenting EDMR highlights for policy and practice and 12 papers/reports addressing knowledge gaps identified since the previous (2016) edition of the report, such as darknet markets and the supply of drugs, using open-source

information (OSI) to improve the European drug-monitoring system, and methamphetamine in Europe.

This new flagship report was launched at a press conference in Brussels on 26 November by Commissioner Dimitris Avramopoulos and the directors of the two EU agencies. The press conference was followed by a dynamic EMCDDA-Europol 'meet the authors' event, which offered around 90 stakeholders the opportunity to explore the report 'hands-on' with representatives of the two agencies.

Important progress was made by the agency in understanding the nature and consequences of drug-related crime. During the year, the EMCDDA exchanged information with EU drug-related crime expert groups, and new analyses were published (as part of the EDMR 2019 package) on essential topics such as drug-related homicides, organised crime groups involved in drug supply, and terrorism and drugs in Europe.

In the policy area, the EMCDDA provided technical input and advice to its key partners, in particular the European Commission, on issues such as drug distribution via the internet/darknet and cooperation with third countries. The agency also provided input on the European Commission's proposal for an indicator to be used to evaluate funding decisions made in the Internal Security Fund 2021-27, which is part of the next multiannual financial framework (2021-27) of the EU.

Furthermore, the agency continued to contribute to the European Multidisciplinary Platform Against Criminal Threats (EMPACT) operational action plans (OAPs) of the EU Policy Cycle on organised and serious international crime. This included the publication, jointly with Europol, of the EDMR 2019, the provision of input on the drafting of the EMPACT OAPs for 2020 on NPS/synthetic drugs and on cannabis, cocaine and heroin, and the organisation of training activities for 169 law enforcement professionals with the EU Agency for Law Enforcement Training (CEPOL).

To support the comprehensive analytical effort in the security area, work continued in 2019 on improving the quality and availability of core supply data, in close collaboration with the Reitox NFPs and with our EU partner Europol. In terms of new sources of data and innovative monitoring approaches, the EMCDDA further developed its capacity for OSI and darknet monitoring, which have been gaining importance in understanding the rapidly evolving and increasingly 'tech savvy' drug market.

Business drivers

Institutional developments

Further to the fourth external evaluation of the EMCDDA, which was carried out by the European Commission in 2018, the Commission published a report in May positively evaluating the work of the agency. The report confirms that, over the period 2013-18, the agency continued to be widely recognised as a true hub of scientific excellence in Europe and internationally, providing factual, objective, reliable and comparable data at the European level on drugs and drug addiction and their consequences.

Commissioner Avramopoulos stated: 'The EU drugs agency has become a genuine European hub of excellence on the increasingly transnational challenge of drug use and abuse, helping us make more informed and more effective policies at both national and EU level to counter the threats and harms associated with it.'

Subsequently, a follow-up action plan was adopted by the EMCDDA Management Board in December. An internal discussion and strategic-thinking exercise started in 2019 with a view to analysing the focus for the work of the EMCDDA in the future, so that it best responds to the evolving needs of its stakeholders within the context of possible resource constraints.

Communication and service delivery to meet evolving EMCDDA customer needs

At the core of the EMCDDA's endeavour to bring maximum value to its key customers is to understand, and possibly even anticipate, their evolving needs. To that end, a 'customer needs project' was initiated by the EMCDDA in 2018, with the overall objective of improving how the agency engages with its primary customer groups and ensuring that their feedback informs decision-making and service development. The project took an important step in 2019 by defining and applying a set of qualitative and quantitative techniques that allow the agency to tune into the 'customer voice'. This is essential for embedding and sustaining customer focus and service orientation at the EMCDDA.

Further activities were carried out to enhance engagement with the agency's audience, in particular via the online communication channels. As a result, the upwards trend in

the number of social media followers continued in 2019, with an increase in the number of followers for all of the channels (i.e. an increase of between 7 % for Facebook and 25 % for Instagram). Engagement with the media also significantly increased in 2019. The EMCDDA serviced 378 requests from journalists during the year, 40 % more than in 2018.

Working in partnership

In fulfilling its tasks, the agency relies on a large number of partners and, in particular, the Reitox network of NFPs, which plays a critical role in sustaining the EU core monitoring system. An important anniversary in the life of the network was celebrated in 2019, namely the 60th meeting of the Reitox heads of NFPs (HFPs) in Lisbon in May. During the year, the Reitox development framework, which defines the main priorities for the network in line with the EMCDDA Strategy 2025, continued to be implemented by the EMCDDA and the NFPs. One of the issues focused on in 2019 was the sustainability of the network in the context of the challenging financial perspective faced by the EMCDDA. In this regard, the HFPs and the agency engaged in a dialogue to together identify any possible measures to mitigate the impact of resource limitations and to ensure the viability of the network, of the EMCDDA and of the EU drug-monitoring system in general.

In performing its work and achieving its objectives, the EMCDDA also relies on its other EU and international partners. At the institutional level, two new working arrangements were concluded, namely with the European Chemicals Agency (ECHA) and the European Food Safety Authority (EFSA), with a view to implementing the new NPS legislation.

In terms of cooperation with third countries and international organisations and support for EU-funded projects, work was guided by the EMCDDA *International Cooperation Framework*, which was adopted by the Management Board in December 2017.

In this area, the agency continued to cooperate with enlargement countries and to implement the Instrument for Pre-Accession Assistance (IPA) technical cooperation projects. In this regard, 2019 saw the completion of the IPA 6 project (which started in 2017) and the start, on 1 July, of the IPA 7 project. Entitled 'Stepwise integration of the IPA beneficiaries in the activities of the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) and the Reitox network', this new project, with a total budget of EUR 1 million and a duration of 36 months, aims to enhance the capacity of the EU and the six IPA beneficiaries to detect, analyse and report on emerging drug-related health and security threats.

At the institutional level, a new working arrangement between the EMCDDA and Albania was concluded on 13 March in Vienna. The agreement was signed by EMCDDA Director Alexis Goosdeel and by the Albanian Deputy Ministers of the Interior and of Health and Social Protection, Besfort Lamallari and Mira Rakacolli, in the presence of Commissioner Dimitris Avramopoulos.

On 1 January, a technical cooperation project was also set up with European Neighbourhood Policy (ENP) partner countries, financed by the European Neighbourhood Instrument (ENI). The project, entitled 'EU4Monitoring Drugs' (EU4MD), has a total budget of EUR 3 million and is planned to run until the end of 2021, with the objective of supporting national and regional readiness in the ENP area (for 15 potential partner countries) to identify and respond to drug-related health and security threats. Technical assessment visits were conducted in eight countries, followed by the setting up of a capacity-building plan for the lifetime of the project. More than 14 capacity-building activities were reported for 87 professionals.

Scientific capacity

In December, the EMCDDA Management Board appointed 15 high-level scientists to serve on the agency's Scientific Committee for the period 2020-22. The selection followed a call for expressions of interest in the *Official Journal of the European Union*, which yielded 78 eligible applications. In addition, the Management Board also adopted a list of experts to be used by the EMCDDA Director to extend the EMCDDA Scientific Committee for the purposes of the assessment of the risks posed by NPS.

World experts reviewed the future of addictions at the Third European Conference on Addictive Behaviours and Dependencies, which took place in Lisbon in October. A record 1 300 participants — researchers, practitioners and policy experts from all over the world — attended the event. The focus of the 2019 conference was 'Future of addictions: new frontiers for policy, practice and science' and 850 presentations were distributed over 150 sessions and 264 e-posters were showcased. Besides being a co-organiser of the conference, the EMCDDA played an active role, delivering over 60 presentations and e-posters, which covered topics including the challenges of monitoring new drugs, drug-checking technology, HCV testing and care, and cannabis policies.

Corporate performance

During the year, the agency performed well, both operationally and financially. This was confirmed by the high level of

implementation of the 2019 work programme, which was measured by key performance indicator (KPI) 7, 'Work programme delivery' (see Annex 4). This KPI was achieved for the level 1 outputs/results (i.e. 100 % achieved, in line with the target) and was overachieved for the level 2 outputs/results (i.e. 92 % achieved – against the target of 80 %) and the level 3 outputs/results (i.e. 77 % – against the target of 50 %). The agency's performance was also demonstrated by the outstanding results achieved in terms of budget execution — in 2019, the agency reached the maximum level of performance, with 100 % of commitment appropriations executed.

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CHAPTER 2
Monitoring and reporting on the drugs problem

Main area 1: Health

Core monitoring

The annual core data-collection and management activities are key tasks set up in the **EMCDDA's Founding Regulation (recast)**. These are implemented every year in close collaboration with the agency's main data providers, namely the Reitox network of NFPs in the EU Member States, Norway and Turkey.

Central to this core monitoring activity are the five key epidemiological indicators:

- GPS describes the prevalence and patterns of drug use among the general population;
- PDU focuses on the prevalence and patterns of high-risk drug use;
- TDI is the treatment demand indicator;
- DRD describes drug-related deaths and mortality among drug users;
- DRID describes drug-related infectious disease.

Monitoring prevalence and patterns of drug use plays a vital role in our understanding of the drug situation in Europe. In 2019, the EMCDDA launched two new topic pages on its website, one on **the prevalence and patterns of drug use** and one on **general population surveys**.

In June, the EMCDDA also published its '**Latest update on drug-related infectious diseases in Europe**', providing **an overview** of the most recent infectious disease surveillance data, outbreak investigations, and prevention and control measures among PWID in Europe.

Analytical work was further developed to inform key EMCDDA outputs, in particular the EDR package.

Despite the limited resources available, in 2019, the EMCDDA continued to support the European School Survey Project on Alcohol and Other Drugs (ESPAD) — this included support for ESPAD's coordination and data-collection activities, the development of ESPAD's online presence and the preparation of the ESPAD report (for publication in 2020).

Drug overdoses: in the spotlight

FIGURE 1. **Drug overdoses: quote by the EMCDDA Director**

'Overdose deaths are preventable. We know from research that many of those who die have been struggling and living on the margins of society for years. We know that those who overdose once are at a very high risk of overdosing again. And we know that effective preventive and response measures exist that would allow us to avoid many deaths.'

Through its Strategy 2025, the EMCDDA is committed to contributing to a healthier Europe. Reducing drug-related deaths is a major public health challenge. In August, ahead of International Overdose Awareness Day, the EMCDDA launched **three new resources** looking at drug overdoses in Europe and the interventions in place to prevent them:

- ***Prevention of drug-related deaths***, providing the latest overview on this issue and the risk factors involved;
- the first overview of ***Take-home naloxone (THN) programmes in Europe***, describing how these programmes developed and became more common over the past decade;
- ***Frequently asked questions (FAQs): drug overdose deaths in Europe***, raising questions such as the following: Where have drug-related deaths increased most over the last 10 years? Are women and men affected equally? What are the current concerns in Europe?

Earlier in the year, the EMCDDA published its latest update on ***Drug-related deaths and mortality in Europe***, shedding light on important public health challenges faced by European policymakers and stakeholders, with regard to monitoring, prevention, risk assessment, harm reduction and drug treatment. ***An analysis of post-mortem toxicology practices in drug-related death cases in Europe*** was published in April, discussing the effect of these practices on the monitoring of drug-related deaths.

Support for EU priority third countries continued under the framework of the technical assistance projects IPA 6, IPA 7 and EU4MD (for details, see 'Business driver 2: partnership' under 'Main area 3: Business drivers').

The EMCDDA scaled up work in the area of drugs and prisons. One example of this work was the European Questionnaire on Drug Use among People living in prison (EQDP) project to collect harmonised data on drug use in the prison setting, which, in 2019, had nine participating countries.

Work in the area of drugs and prisons will culminate with the launch of an in-depth overview of the topic in 2020, incorporating an overview of drug demand, drug supply and best practices in the prison context.

European Drug Report 2019: in the spotlight

FIGURE 2. **Launch of the EDR 2019: quote by EU Commissioner Dimitris Avramopoulos**

FIGURE 3. **Launch of the EDR 2019: quote by the EMCDDA Director**

Record cocaine seizures, challenges associated with heroin and new synthetic opioids, and the latest developments in the cannabis market are among the issues focused on in the **EDR 2019**, released on **6 June**.

The report was launched at the European Commission in Brussels by Dimitris Avramopoulos, the European Commissioner for Migration, Home Affairs and Citizenship, and by Alexis Goosdeel, the EMCDDA Director.

Available in print and as a PDF in 24 languages, the EDR 2019 was accompanied by the ***Statistical Bulletin 2019***, which contained the European dataset underpinning the analysis, and by 30 ***Country Drug Reports***, which presented summaries of national drug phenomena.

National launches of the EDR and the *Country Drug Reports* were organised in 12 Member States, with **eight national launches** taking place with the participation of EMCDDA staff.

In addition, a **video**, two news releases in 24 languages (i.e. a **taster news release** and a **highlights news release**), a special edition of the newsletter *Drugnet Europe* and a **promotional brochure** were produced by the agency to mark the launch of the EDR.

In parallel, the EMCDDA started its work to improve and revise the future EDR package. For this purpose, various audiences were invited to participate in a short survey (available in English, French, German, Italian, Polish, Portuguese and Spanish) in order to better understand their needs and shape the future EDR accordingly.

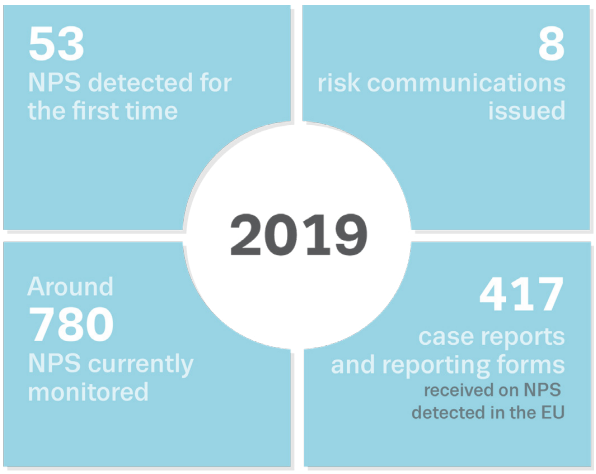
Responding to new psychoactive substances: EU Early Warning System and risk assessment

This was the first year of operation of the new legislative framework on NPS ([1]), which brought about an important change in the implementation of the EU EWS on new drugs. This new legal instrument retains the three-step approach to responding to NPS — early warning, risk assessment and control measures — while significantly strengthening existing processes by streamlining and accelerating data-collection and assessment procedures.

Therefore, while a significant number of the agency's resources in this area were dedicated to adapting the relevant guidelines, procedures, processes and tools to the new legal framework, and ensuring a smooth transition between the two legal instruments, the EMCDDA continued to ensure the robust implementation of the EU EWS, together with its partners in the Member States (the Reitox network of the EWS correspondents), Europol and the European Medicines Agency (EMA), as well as its new partners, namely the European Centre for Disease Prevention and Control (ECDC), ECHA and EFSA.

Key outputs of the EWS included risk communications issued to the EWS network, namely rapid formal notifications of the first detection in Europe of new substances, public health alerts on NPS, the exchange of forensic and toxicological analytical data, and outputs related to the implementation of the new NPS legislation.

FIGURE 4. **New psychoactive substances monitoring in 2019**



As shown in Figure 4, the EMCDDA's main activities in this area were as follows:

- case reports on 53 NPS detected for the first time in the EU were received, processed and analysed — literature available for each of those substances was assessed, and available information was appraised prior to issuing the 53 formal notifications to the EU EWS network;
- around 780 NPS were monitored by the EU EWS, as of the end of 2019;
- 417 case reports and reporting forms on NPS detected in the EU were received, processed, analysed and, as relevant, uploaded into the European Database on New Drugs (EDND);
- eight risk communications, including alerts, briefings and advisories were issued to the EU EWS network.

Some of the EMCDDA's central activities continued to be network management and the provision of technical assistance on a daily basis to the members of the Reitox EWS network. This was particularly important in 2019, as much of the effort of the agency was dedicated to providing support to ensure a smooth transition to the implementation of the new NPS legislation. This included extensive consultation with the EWS network on the guidelines, procedures, processes and tools that had to be progressively adapted and put in place for the effective operation of the EU EWS.

A key outcome of this process was the ***EMCDDA operating guidelines for the European Union Early Warning System on new psychoactive substances***, addressing measures introduced by the new legislation. The guidelines, which replace those published in 2007, are accompanied by guidance notes and detail the rationale, steps, procedures, roles and responsibilities for operating the system.

The agency visited some EWS NFPs (such as the Irish and the Finnish EWS NFPs) and provided training to national EWS experts under the framework of the Reitox Academies (see 'Business driver 2: partnership' under 'Main area 3: Business drivers'). The 19th annual meeting of the Reitox EWS network took place on 18 and 19 June. All of the presentations given at this meeting and the minutes of the proceedings were published in the EDND.

This was also an important year for revamping the EDND. Following the extensive developmental work that had been carried out in several phases, the new database (EDND 2) became operational. It provides new and important functionalities, such as the management and reporting of

(1) From 23 November 2018, Council Decision 2005/387/JHA was replaced with Regulation (EU) 2017/2101 of the European Parliament and of the Council of 15 November 2017 amending Regulation (EC) No 1920/2006 as regards information exchange on, and an early warning system and risk assessment procedure for, new psychoactive substances.

event-based information, and so supports more efficient implementation of the EU EWS.

The EMCDDA has a leading role in monitoring and responding to NPS in the EU. In 2019 the EMCDDA actively participated in scientific and technical events, which allowed the agency's knowledge to be disseminated and its experience to be shared with other actors in the field (see Annex 5 for a full list of events attended by EMCDDA staff).

An important event that took place in 2019 was the Sixth International Conference on Novel Psychoactive Substances, held on 8 and 9 April in Maastricht, the Netherlands. The event was organised by the United Nations Office on Drugs and Crime (UNODC), the EMCDDA, the World Anti-Doping Agency, the University of Hertfordshire and Maastricht University. The EMCDDA created the scientific programme (and financed the printing of the hard copies of the programme), gave keynote presentations and opened and closed the conference.

The agency also provided technical input and advice to its key partners, in particular the European Commission, on issues such as fentanils, vaping and e-liquids, and the Opioid Initiative Task Force (led by the EMA). Furthermore, the agency was actively engaged in the exchange of information with the European Commission's Early Warning and Response System on the outbreak of serious lung injury in the United States among people who use e-cigarette products.

Reflecting the world-leading expertise and role played by the EMCDDA in the NPS area, particularly in relation to early warning, the EMCDDA provides information, expertise and advice each year to UNODC and the WHO. In particular, the EMCDDA sent information on all of the NPS detected by the Member States in 2018 to UNODC; furthermore, it contributed to reviewing the new UNODC guidelines that examine the role of drug analysis laboratories in the EWS. The EMCDDA also assisted the WHO-ECDD with data for the prioritisation process and for the preparation of critical reviews, which informed the discussions held at the 42nd ECDD meeting.

The agency's work with third countries that are a priority for the EU (namely candidate and potential candidate countries) continued in 2019 under the framework of the IPA 6 project, which ended in July (see 'Business driver 2: partnership' under 'Main area 3: Business drivers').

In that regard, Serbia's national EWS profile was published in July. This profile presents the structure, objectives and working methods of the Serbian national EWS on NPS. It describes the functions of the institutions participating in the EWS and refers to data-collection tools.

Furthermore, the recommendations formulated after the assessment mission to Montenegro in 2018 were sent in the format of a roadmap to the Montenegrin Ministry of Health and Ministry of Interior by both the EMCDDA Director and the Director of the Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR) in April 2019. This was followed by a new mission to Montenegro, on 17 and 18 July, in which the EMCDDA Director and senior agency staff participated. The high-level visit aimed to (1) follow up on the 2018 assessment report on the establishment of a national drug observatory and EWS, namely to understand the state of compliance of Montenegro with the series of recommendations provided by the EU further to that report, and (2) take stock of the state of cooperation between Montenegro and the EMCDDA and provide a new incentive for such cooperation, namely under the new European Commission-funded technical cooperation project IPA 7 (see 'Business driver 2: partnership' under 'Main area 3: Business drivers').

In addition, the EMCDDA cooperates with other third countries in the framework of arrangements concluded under regional EU-funded projects, including the Cooperation Programme between Latin America, the Caribbean and the European Union on Drug Policies (COPOLAD). The EMCDDA participates regularly in COPOLAD meetings of the Working Group 1.3 on Early Warning Systems. In particular, in 2018-19, the EMCDDA contributed to developing new guidelines on establishing EWS adapted for the Community of Latin American and Caribbean States (CELAC).

New trends and health threats

To improve the timeliness of reporting, it is crucial that new and flexible monitoring tools complement the EMCDDA's core monitoring system. In 2019, the agency further developed and strengthened its system for monitoring and understanding new and emerging trends in drug use and drug markets.

The EDR 2019 drew on a selection of newer, targeted data sources. These 'leading edge' indicators provide useful, timely and complementary data that offer valuable insights into drug use in Europe (see Figure 5).

FIGURE 5. **New indicators to complement existing data sources**

For example, wastewater analysis provides a snapshot of drug volumes consumed at the community level in cities across Europe. This is illustrated by **new data for 2018**, released by SCORE and the EMCDDA in March 2019, which point to greater geographical diffusion and an overall **increase in the consumption** of all the commonly used classes of stimulant drugs.

Other new data sources include the European Web Survey on Drugs, which aims to obtain in-depth data on the consumption of cannabis, MDMA, cocaine and amphetamines in different populations of drug users in 16 European countries. In April, EMCDDA experts analysed the use of multinational web surveys for comparative analysis, based on the lessons learned from **a scientific article on the reliability and validity of the European Web Survey on Drugs** published in the *International Journal of Drug Policy*.

Hospital emergency data on acute drug-related harm can increase our understanding of the public health impact of the use of drugs in Europe. Drug-related acute toxicity presentations in selected hospitals in 18 European countries are monitored by Euro-DEN Plus. The findings from the 2019 analysis illustrate how the drugs responsible for emergency presentations can vary across Europe.

In May, the EMCDDA published a **new report** entitled ***Drugs in syringes from six European cities: results from the ESCAPE project 2017***, presenting the results of an innovative method for gathering information on the substances used by PWID (see Figure 6).

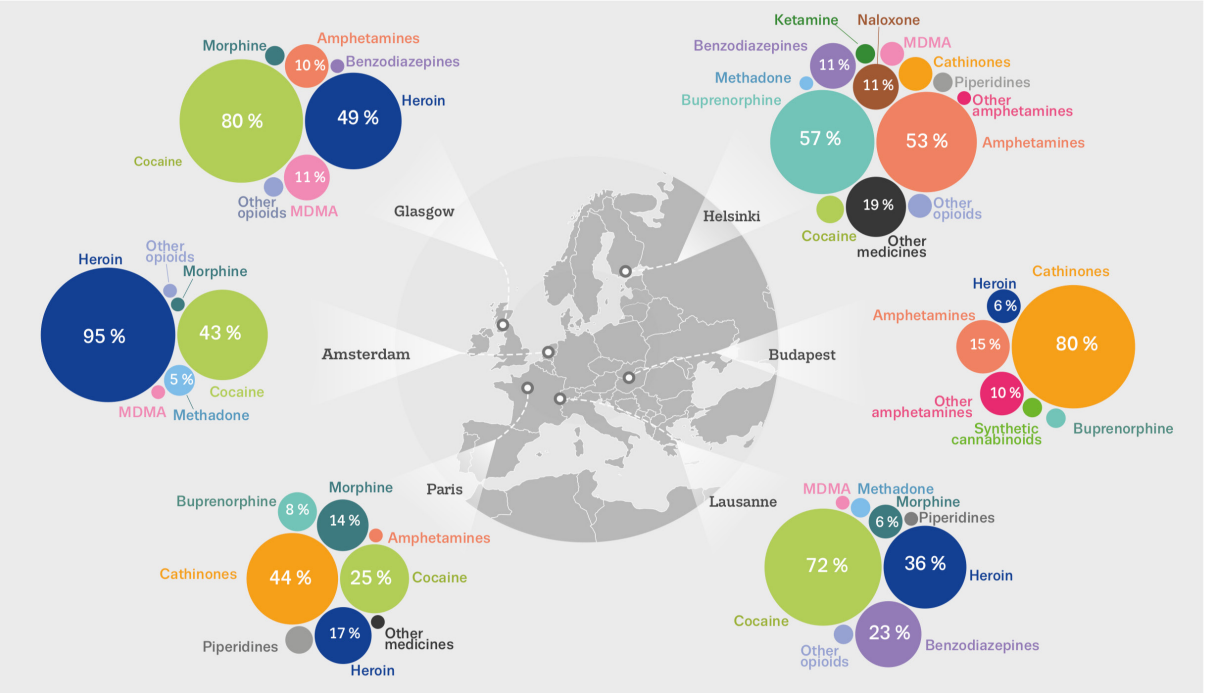
Information from drug-checking services was also reviewed in the framework of the EDR 2019.

The EMCDDA played an important role in developing the new indicators of drug use in Europe. For example, the agency helped to increase the number of participants in wastewater analysis, run web surveys, collect syringe residues, monitor hospital emergencies and harmonise data collection and presentation. Moreover, the EMCDDA continued to support the expansion of the networks that monitor this information to enhance understanding of the drug situation in Europe.

Furthermore, the agency endeavoured to anticipate the developments in the EU drug situation through a 'Futures' exercise (planned to be completed in 2020). The exercise helps the agency to maintain a state-of-the-art understanding of the extent of drug use, patterns, trends and impacts on public health and to identify future reporting needs. In 2019, a series of events took place, including a 'megatrends' workshop with the NFPs as part of the meeting of the HFPs in November (see 'Business driver 2: partnership' under 'Main area 3: Business drivers'), and sessions on the futures of drugs and of addictions at the Lisbon Addictions 2019 conference (see 'Business driver 3: scientific capacity'). Finally, within the EU Agencies Network on Scientific Advice (EU-ANSA), in 2019, the EMCDDA chaired a working group on 'Futures', where a draft EMCDDA paper on the methodological aspects of the Futures exercise was presented at the network meeting in November.

FIGURE 6. **Drugs in syringes from six European cities: results from the ESCAPE project 2017**

Percentage of syringes by detected drug group, by city, ESCAPE 2017



NB: Circle area is proportional to percentage of syringes in each location in which the substance was detected. More than one substance may be detected in a single syringe, therefore city totals may exceed 100 %.
Number of syringes analysed: Amsterdam, 81; Budapest, 233; Glasgow, 195; Helsinki, 284; Lausanne, 233; Paris, 259.

Drug interventions

Activities in this area were directed towards professionals working in the drugs field, as they are key EMCDDA customers.

Best Practice Portal

Identifying the best practices among, and the factors determining the effectiveness of interventions across the EU and beyond is a key area of work for the EMCDDA, and the main dissemination channel of this information is the Best Practice Portal.

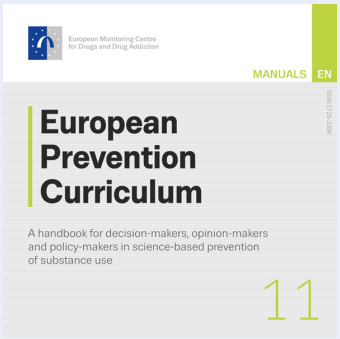
In 2019, existing modules were kept updated and new modules were added on, among others, the following topics:

- treatment for amphetamine-type stimulants use disorders;
- psychosocial interventions to reduce cocaine and amphetamine use;
- neurostimulation techniques for the treatment of substance use;
- pharmacotherapies for the treatment of cocaine use disorders.

In the prevention area, the Best Practice Portal has been extended to include the identification of effective programme examples. The databases on interventions in nightlife settings (the Healthy Nightlife Toolbox) and the online registry of evidence-based prevention programmes (Xchange) were updated with new entries (see 'Prevention: in the spotlight' for further details).

Prevention: in the spotlight

FIGURE 7. **Cover of the EUPC handbook**



The EMCDDA made substantial progress in achieving its goal — outlined in the EMCDDA Strategy 2025 — to support interventions to prevent drug use that are based on evidence.

Advancing the professionalism of the drug prevention workforce in Europe is at the heart of the new **EUPC handbook**, **launched in September**. The manual is designed to train professionals who are involved in shaping prevention decisions, opinions and policies in Europe in the science-based prevention of substance use.

The first EUPC 'training for trainers' course took place in September in Lisbon; this was a joint initiative of the EMCDDA and the EU-funded project 'ASAP training for quality in prevention'. A total of 29 participants from 11 countries took part in the training, including two participants, one from Georgia and one from Lebanon, who were funded through the EU4MD project.

Furthermore, the EMCDDA added **16 new programmes to Xchange**, its online registry of evidence-based prevention programmes. The registry, which now contains 38 programmes, showcases interventions that European evaluation studies have demonstrated as having promising outcomes relating to substance use.

Participants at the 'training for trainers' event of 24-26 September at the EMCDDA (© EMCDDA).

A new **report presenting substance-use prevention in Europe through the lens of a system** was also released to highlight the wide range of factors that need to be addressed to successfully implement programmes and policies on substance-use prevention.

The importance of the prevention topic in the context of various interventions was stressed by the EMCDDA Director. This included a presentation entitled 'Prevention and treatment of drug-related deaths in Europe' at the United Nations (UN) Commission on Narcotic Drugs (CND) in March, and a speech at the opening session of the International Conference on Drug Prevention, Treatment and Care — Inspiration and Direction, which was organised in Vienna, in July by the International Society of Substance Use Prevention and Treatment Professionals (ISSUP).

Training and capacity building

Another effective means of disseminating best practice is through training activities. During the year, several such events took place, including Reitox Academies and training initiatives, which were held in cooperation with traditional partners such as the University Institute of Lisbon (ISCTE-IUL).

The Reitox Academies are the EMCDDA's main capacity-building initiative. Eight Reitox Academies were organised in 2019 for 212 professionals from EU Member States and non-EU countries (for details, see 'Business driver 2: partnership' under 'Main area 3: Business drivers').

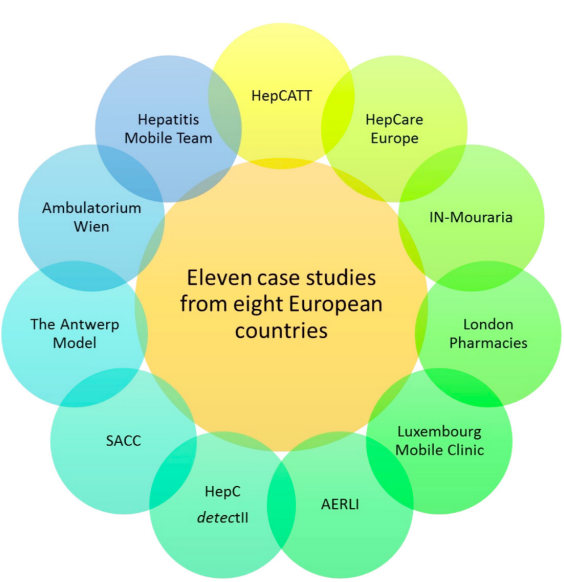
The eighth European Drugs Summer School was jointly organised by the EMCDDA and ISCTE-IUL from 24 June to 5 July in Lisbon. In total, 43 students of 26 different nationalities attended the course. Five participants received a bursary offered through the EU4MD project. The event was very positively evaluated by both students and lecturers.

Harm reduction

In 2019, the EMCDDA continued to promote good practices in harm reduction, including the integration of evidence-based practices, interventions and policies into routine healthcare and public health settings. The preparation of the second edition of the *European Responses Guide* was ongoing (for publication in 2020), while additional information resources were developed in important public health areas, including hepatitis C in particular (see 'EMCDDA harm reduction initiative: in the spotlight' for details).

EMCDDA harm reduction initiative: in the spotlight

FIGURE 8. **Hepatitis C: new models of care for drug services**



This was the second year of implementation of the EMCDDA harm reduction initiative, which aims to develop high-quality materials for capacity-building and training activities for those working in the field. These materials are developed based on the agency's ongoing monitoring activities in the field of epidemiology and responses, as well as on existing evidence-based intervention guidance.

In July, the EMCDDA launched a new set of hepatitis resources. These included an outline of the EMCDDA initiative and the results of pilot tests conducted in the first half of 2019. These were complemented by 11 case studies from eight European countries, illustrating new approaches to enhance the HCV care cascade among PWID (comprising findings about the effectiveness, sustainability and transferability of these new models of care).

Furthermore, a knowledge questionnaire was designed and published to refresh the knowledge of and identify training needs around hepatitis C among practitioners working in drug services.

Finally, in September, the EMCDDA worked with its expert network on drug-related infectious diseases on an '**elimination barometer**' for viral hepatitis, with the aim of helping countries to assess their **progress towards eliminating hepatitis C and B** among PWID. This barometer was the focus of a new EMCDDA technical report published in September entitled ***Monitoring the elimination of viral hepatitis as a public health threat among people who inject drugs in Europe***.

The use of structured roundtable discussions or workshops was the core element recommended by the barometer in the diagnostic process. In 2019, the EMCDDA piloted this approach in Luxembourg and Poland (see panel 'Feedback from workshop participants').

Feedback from workshop participants

Gathering all barriers and recommendations together and defining specific actions to implement these recommendations was very useful.

The meeting had high professional level, a large dose of practical information, as well as many different approaches and solutions to identified problems.

I can guide people better, because I know how the different services work.

Drug policies

Support for drug policy at the EU level

Throughout the year, the EMCDDA continued to provide technical input and advice to drug policymakers at the EU level, namely to the European Parliament, the Council of the EU and the European Commission, as well as to policymakers in the Member States, as they are key EMCDDA customers.

Regarding the **European Parliament**, ongoing contact was maintained; the EMCDDA Director met several Members of the European Parliament and he gave presentations at two meetings of the Committee for Civil Liberties, Justice and Home Affairs (LIBE Committee) of the European Parliament, on 19 February and 4 September (see 'EMCDDA Director: main activities' under 'Business driver 4: management'). Furthermore, a delegation of the LIBE Committee visited the EMCDDA on 30 and 31 October with a view to getting a better insight into the EMCDDA's activities and achievements. An overview of drug-related policy challenges within Europe was provided by the agency, including highlights from the EDR 2019, the implementation of the EU EWS and updates on fentanyl and opioid use in Europe. International developments, such as cannabis policies and cannabis for medicinal purposes, were also presented by the EMCDDA.

Concerning the **Council**, the agency provided support to the Romanian and the Finnish Presidencies. The agency attended regular and ad hoc institutional and technical meetings upon invitation, including 10 meetings of the Horizontal Drugs Group (HDG) and two meetings of the National Drugs Coordinators, the latter having taken place in Bucharest (9-10 April) and Helsinki (25 September). The EMCDDA also contributed to EU expert dialogues such as EU-CELAC, EU-Dublin Group, EU-Brazil, EU-Peru, EU-US, EU-Russia, EU-Eastern Partnership and EU-Civil Society Forum on Drugs, along with the HDG. More than 20 presentations were delivered, including on the EDR 2019 and the EDMR 2019. A full list of events attended by EMCDDA staff in 2019 can be found in Annex 5.

In terms of collaboration with the **European Commission**, the EMCDDA provided technical support throughout the year. This included contributing to the implementation of the EU action plan on drugs 2017-20, as well as providing support, upon request, to the final evaluation of the EU drugs strategy 2013-20. The EMCDDA supported the European Commission and the external evaluators of the EU drugs strategy with an information-rich briefing note entitled *The EMCDDA's contribution to the final evaluation of the EU drugs strategy 2013-20 and of the EU action plan on drugs 2017-20*. This briefing note provided the available information on the actions for which the EMCDDA is a responsible party and on the actions for which the agency is a data provider.

Another important document was the briefing note on cannabis reclassification to support the development of the EU common position on the WHO-ECDD recommendations, which was sent to the European Commission in December, further to its request. Other contributions were sent on issues such as the annual report questionnaire, NPS (see earlier section 'Responding to new psychoactive substances: EU Early Warning System and risk assessment') and drug supply (see 'Main area 2: Security').

Last but not least, the EMCDDA provided input to the European institutions, namely to help prepare several sub-committees and bilateral security dialogues and to review documents. The agency contributed to the security dialogue with Indonesia and a dialogue with Colombia, and to the review of the non-papers on the accession of Montenegro and Serbia.

The CND, the central UN policymaking body in drug-related matters, held its 62nd session in Vienna from 14 to 22 March (more details on the EMCDDA´s cooperation with UN partners can be found in 'Main area 3: Business drivers: partnership'). The EMCDDA supported the EU delegations and EU Member States in their efforts towards the adoption of the UN Resolutions led by the EU. An EMCDDA delegation attended the event to provide technical support to the European Commission and the EU Member States, participate in a series of side events and make EMCDDA products available at a publications stand.

Cannabis: in the spotlight

FIGURE 9. **Video on developments in the European cannabis market**

Cannabis is the most commonly used illicit drug in Europe. It is also the drug about which both public attitudes and political debate are most polarised. In its work in this area throughout 2019, the EMCDDA broadened and deepened its overview of evidence and current practice to inform debate through, among others, the release of topic overviews on the status and recent developments related to cannabis policy.

Cannabis products have become increasingly diverse in Europe, and close monitoring of their potency and potential health effects is essential. A new EMCDDA report published in June entitled ***Developments in the European cannabis market*** highlights greater diversity, increasing potency and the need for close monitoring of health effects of cannabis products. A video is also available presenting the highlights of the report (see Figure 9).

In June, the EMCDDA Reitox Academy on 'Understanding cannabis policies — changes and challenges' was held in Lisbon, which aimed to improve participants' understanding of different cannabis policy models and their implementation, as well as of methods to assess the impact of changing cannabis policies (see 'Business driver 2: partnership' under 'Main area 3: Business drivers').

In response to growing interest in the topic of the medical use of cannabis and cannabinoids, and as more European countries develop policies and practice in this area, the EMCDDA released French and Spanish versions of the report ***Medical use of cannabis and cannabinoids: questions and answers for policymaking*** (see Figure 10).

Furthermore, throughout the year, regular cannabis policy news items were released on relevant European and international developments in this field.

During the Lisbon Addictions conference, in October, an '**International cannabis toolkit workshop**' took place. Funded by the Society for the Study of Addiction, the EMCDDA and the Portuguese General Directorate for Intervention on Addictive Behaviours and Dependencies (Serviço de Intervenção em Comportamentos Aditivos e Dependências — SICAD), the workshop aimed to address these pressing global issues by bringing together the most recent evidence and multidisciplinary expertise from addiction scientists, clinicians and international agencies such as the EMCDDA.

FIGURE 10. **Multilingual versions of the report on medical cannabis**

http://www.emcdda.europa.eu/publications/rapid-communications/medical-use-of-cannabis-and-cannabinoids-questions-and-answers-for-policymaking

Support for drug policy in the Member States

National policymakers are one of the three key customer groups outlined in the EMCDDA Strategy 2025, and several activities were carried out by the agency in relation to this group in 2019.

At the technical level, the agency provided support to Estonia, Cyprus and Portugal in the evaluation of their national drug strategies and/or evaluations.

Furthermore, after the successful policy evaluation workshop for EU Member States, which was organised by the agency for the first time in 2018, a second workshop took place in September 2019. The event aimed to build the knowledge and expertise of those engaged in commissioning, managing and using evaluations of policies and strategies in EU Member States. The attendees came from a variety of government departments and focal points. Participants were asked to complete an anonymous questionnaire, and feedback was very positive. The participating countries were Belgium, Czechia and Sweden, and these were joined by two representatives from Georgia, funded by the EU4MD project (see 'Business driver 2: partnership' under 'Main area 3: Business drivers').

Within the same project, the workshop 'An introduction to drug policy evaluation' took place on 19 and 20 October. The aim of this workshop was to build the knowledge and understanding of policy evaluation among people working in the field of drug policy in EU4MD partner countries. Representatives from six countries took part (Armenia, Belarus, Jordan, Moldova, Palestine ([2]) and Ukraine). The attendees came from a variety of government departments and roles.

Presentations were also delivered at national drug policy events (see 'EMCDDA Director: main activities' under 'Business driver 4: management' and Annex 5 for details). This included the national launches of the EDR 2019 — out of the 12 countries that organised a national launch, eight had an EMCDDA staff member present, as follows: Bulgaria, Czechia, Cyprus, Poland, Portugal (January 2020), Romania, Slovenia and Finland.

Furthermore, seven high-level visits from representatives of the EU Member States and Norway took place at the EMCDDA in 2019, which provided an excellent opportunity for the agency to present its work and updates on the main drug policy developments in Europe and internationally.

An important event in 2019 was the visit of His Excellency the President of the Portuguese Republic, Marcelo Rebelo de Sousa, to the EMCDDA.

(2) This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on this issue. Applies to all mentions of Palestine in this document.

Portuguese President pays first visit to the EMCDDA

The President of Portugal, Marcelo Rebelo de Sousa, paid his **first visit to the EMCDDA** on 10 July for an insight into the work of the agency and the latest trends and developments in the drug situation in Europe.

During the visit, the President said: 'We cannot allow the positive results of public policies over the last 20 years to diminish the importance of the drugs issue on the political agenda. Nothing is ever definitively won. EU Member States must continue to invest in knowledge and information to support effective interventions that contribute to reducing the social harms of drug use and trafficking. This effort must be achieved collectively, because only together can EU countries tackle this increasingly sophisticated problem.'

President of Portugal, Marcelo Rebelo de Sousa (© press office of the President).

EMCDDA staff with the President of Portugal, Marcelo Rebelo de Sousa (© press office of the President).

Another event that took place in 2019 was the International Day Against Drug Abuse and Illicit Trafficking (26 June). The EMCDDA marked this occasion with a reception on its premises for the Lisbon diplomatic community and its partners from the Portuguese authorities. The theme for the UN international day in 2019 was 'Health for justice. Justice for health'.

Other events were organised in the Member States. Two of these events, which also marked some of the 2019 highlights in working with the Member States, took place in Spain.

The EMCDDA was awarded a **Gold Medal of the Order of Merit** of the Spanish national plan on drugs (Delegación del Gobierno para el Plan Nacional sobre Drogas) in recognition of, and appreciation for, its work over the past 20 years. The EMCDDA Director, Alexis Goosdeel, received the medal on behalf of the agency on 9 January from the Spanish Minister for Health, Consumer Affairs and Social Welfare, María Luisa Carcedo. The EMCDDA was praised for the 'extraordinary relevance' of its work and its contribution to the adoption of national and EU-level policies based on evidence and scientific knowledge.

Later in the year (18-19 September), a Reitox Academy on 'Communicating with national policymakers' took place in Madrid. The event was organised by the EMCDDA and the Spanish NFP, under the auspices of the Ministry of Health, Consumer Affairs and Social Welfare. Over 20 participants from 14 countries attended the event, which aimed to explore the needs of this group, strengthen the role of the NFPs in informing policymaking and improve their capacity to contribute to the policy debate. The first session drew on the insights of two national policymakers: José Manuel Freire (health spokesperson of the Spanish Socialist Parliamentary Group of the Madrid Regional Assembly) and Alexandre Quintanilha (Portuguese socialist Member of Parliament and former chair of the expert committee at the origin of the Portuguese drug policy).

Finally, the EMCDDA supported innovative national initiatives, such as the Final Conference of the Solidify Project. The European Forum for Urban Security (EFUS), the City of Lisbon and the EMCDDA hosted the Final Conference of the Solidify Project on 5 and 6 December in Lisbon. The project, which has been run by EFUS since January 2018, focused on the implementation and sustainability of drug consumption rooms in selected European cities and their impact. The conference offered the chance to exchange views on innovative and human rights-based local drug policies, the role of drug consumption rooms in this endeavour and the political challenges around the issue. It also reviewed how fostering constructive local multi-agency partnerships in relation to drug consumption rooms could form an essential basis for their positive impact and for urban security and public tranquillity.

Main area 2: Security

Drug market monitoring and identification of new trends

The drug-related market in Europe is continuously evolving, and providing a comprehensive understanding of this market requires ongoing effort to improve our core monitoring system, in parallel with exploring and using any novel data-collection approaches. To that end, work on improving the quality and availability of core supply data continued in 2019, in close collaboration with our national data providers and with our EU partner Europol.

In terms of new sources of data and innovative monitoring approaches, the agency further developed its capacity for OSI and darknet monitoring, which have been gaining importance in developing our understanding of the rapidly evolving and increasingly tech savvy drug market.

Furthermore, similar to the work carried out under the health pillar, support for EU priority third countries continued under the framework of the technical assistance projects IPA 6, IPA 7 and EU4MD on security-related issues and with regard to supply-related data (for details, see 'Business driver 2: partnership' under 'Main area 3: Business drivers').

In terms of key outputs, a large amount of effort in 2019 went into the launch of the third joint EMCDDA-Europol *European Drug Markets Report* (EDMR) and its supporting digital information package (see '*European Drug Markets Report 2019*: in the spotlight' for details).

EU Drug Markets Report 2019: in the spotlight

Europeans are spending at least EUR 30 billion on drugs each year at the retail level, making the drug market a major source of income for organised crime groups in the EU. This figure was announced in the 2019 EDMR that was released jointly by the EMCDDA and Europol (see Figure 11) — the two agencies joined forces to provide their third state-of-the art overview of the European illicit drug market.

The report was launched at a press conference in Brussels on 26 November by Dimitris Avramopoulos, European Commissioner for Migration, Home Affairs and Citizenship; Alexis Goosdeel, EMCDDA Director; and Catherine De Bolle, Europol Executive Director.

The publication offers a strategic and action-oriented analysis, combining data from the EMCDDA's drug-monitoring system with Europol's operational intelligence on organised crime.

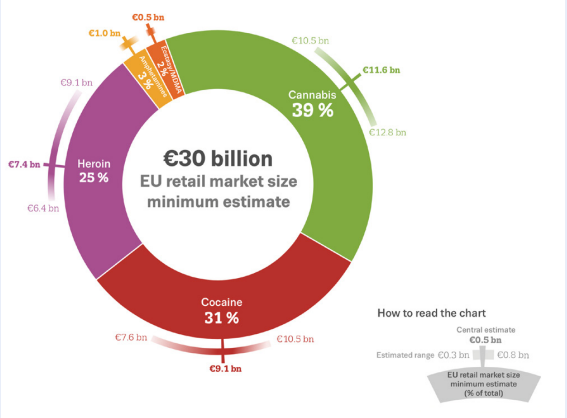
The report covers trends along the supply chain from production and trafficking to distribution and sales.

The 2019 EDMR — available in English in print and as a PDF file — is accompanied by a comprehensive range of resources, presented on a dedicated event page. These include a booklet, presenting EDMR highlights for policy and practice, and 12 papers/reports addressing the knowledge gaps identified since the 2016 edition, as follows:

- six supporting papers:
  - *Drug precursor developments in the European Union*;
  - *Using open-source information to improve the European drug monitoring system*;
  - *EMCDDA pilot study of drug-related homicide in Finland, the Netherlands and Sweden*;
  - *Methamphetamine in Europe: Europol-EMCDDA threat assessment*;
  - *Estimating the size of the main illicit retail drug markets in Europe: an update*;
  - *Developments in the European cannabis market*;
- six EMCDDA-commissioned reports:
  - *An assessment of the extent of Albanian(-speaking) organised crime groups involved in drug supply*;
  - *Analysis of the supply of drugs and new psychoactive substances by Europe-based vendors via darknet markets in 2017-18*;
  - *Shifting sands — Libya's changing drug trafficking dynamics on the coastal and desert borders*;
  - *Technology-facilitated drug dealing via social media in the Nordic countries*;
  - *An analysis of the costs of dismantling and cleaning up synthetic drug production sites in Belgium and the Netherlands*;
  - *Terrorism and drugs in Europe*.

From left to right: Alexis Goosdeel, EMCDDA Director; Dimitris Avramopoulos, European Commissioner for Migration, Home Affairs and Citizenship; and Catherine De Bolle, Europol Executive Director.

FIGURE 11. **Estimated retail value of the illicit market for the main drugs in the EU**



In addition, a video with subtitles in nine languages, including Arabic and Russian, two news releases in 24 languages (i.e. a taster news release and a highlights news release) and a special edition of the newsletter *Drugnet Europe* were produced by the agency to mark the launch of the EDMR. A feedback collection from audiences has been initiated through a short survey.

'Meet the authors' stakeholder event

The EDMR press conference was followed by a dynamic EMCDDA-Europol 'meet the authors' event, which offered around 90 stakeholders the opportunity to explore the report 'hands-on' with representatives of the two agencies.

Following 'TED Talk'-style presentations from the two directors, the participants were invited to visit a 'thematic marketplace', which featured parallel talks on five topics: impacts, drivers and cross-cutting themes; technology-enabled drug markets; markets for natural drugs; markets for synthetic drugs and NPS; and organised crime. The closing remarks highlighted the need to adopt a future-oriented approach in order to boost preparedness for potential challenges in the EU drug market.

FIGURE 12. **Covers of the EDMR 2019 and the accompanying highlights for policy and practice**

Meet the authors stakeholder event (© EMCDDA, Jonathan Vahsen).

Understanding the nature and consequences of drug-related crime

This is a complex developmental area in which the EMCDDA made important progress in 2019. The results of a pilot study that was carried out by the agency in Finland, the Netherlands and Sweden were published as a supporting paper to the EDMR 2019 (see '*European Drug Markets Report 2019*: in the spotlight'). This is part of the EMCDDA activity around the development and improvement of monitoring drug-related crime, with a focus on drug-related homicide. It builds upon the 2017 review of the academic research and data sources on drug-related homicide at national and European/international levels by providing a common definition of the phenomenon and a detailed set of guidelines for standardised data collection. Importantly, the report also presents a comparative analysis of the results of the pilot collection of drug-related homicide data conducted in the Netherlands, Finland and Sweden.

During the year, the EMCDDA exchanged information with drug-related crime expert groups, such as the Expert Group on Policy Needs for Data on Crime at the European Commission.

Links between drug trafficking and other crime types such as terrorism were explored in the EMCDDA commissioned paper ***Terrorism and drugs in Europe***, which accompanied the EDMR 2019. Based on the study of a unique open-source database, the paper addresses the knowledge gaps in this area by empirically examining such crossovers between drug trafficking and other crimes in the EU between 2012 and 2017.

In recent years, the EMCDDA has also taken a particular interest in understanding the impact on the environment of drug production and consumption. In this regard, ***An analysis of the costs of dismantling and cleaning up synthetic drug production sites in Belgium and the Netherlands*** was commissioned by the agency and the results were released as part of the EDMR 2019 package. This analysis shows an increasing trend in the production of synthetic drugs, measured by the number of manufacturing sites identified and the quantities of drugs seized, with a resulting impact on the environment.

Furthermore, the paper *Drug precursor developments in the European Union* was published as part of the EDMR 2019 package (see '*European Drug Markets Report 2019*: in the spotlight'). This paper describes the significant developments in the field of drug precursors in the last 5 to 10 years related to synthetic stimulant drugs produced in the EU. This includes describing the 'pre-precursor' phenomenon and responses to it, both by the EU and by the drug producers themselves.

Supporting EU responses to drug-related security challenges

The EMCDDA provided technical input and advice to its key partners, in particular the European Commission, on issues such as drug distribution via the internet/darknet and cooperation with third countries. At the request of the European Commission, the agency also supported the informal 'Internet Forum' meeting on the online supply of drugs, firearms and dangerous chemical substances, which was held in Brussels on 18 February. The agency also provided input on the European Commission's proposal for an indicator to be used to evaluate funding decisions made in the Internal Security Fund 2021-27, which is part of the next multiannual financial framework (2021-27) of the EU.

The EMCDDA further supported the work of the Council, which included attending meetings of the Standing Committee on Operational Cooperation on Internal Security (COSI) (see Annex 5 for details). Furthermore, the agency continued to contribute to the EMPACT OAPs of the EU Policy Cycle on organised and serious international crime. In 2019, this included the publication, jointly with Europol, of the EDMR 2019, the provision of input on the drafting of the EMPACT OAPs for 2020 on NPS/synthetic drugs and on cannabis, cocaine and heroin, and the organisation of training activities for law enforcement professionals with its partner CEPOL. To that end, the agency's staff participated as experts in six training initiatives (see Table 1).

TABLE 1. **Training initiatives organised with CEPOL in 2019: activities and number of participants (source: CEPOL)**

Course	Residential participants
Cannabis: production and smuggling	26
Cocaine smuggling	26
Heroin smuggling	26
Drug markets and drug-related crime: strategic analysis	35
Dismantling illicit laboratories: advanced	30
Synthetic drugs and NPS	26
Total	**169**

In 2019, in partnership with CEPOL, the EMCDDA developed and implemented, for the third time, a three-day residential training course on 'Drug markets and drug-related crime: strategic analysis', which was based on the EDMR that was published jointly by the EMCDDA and Europol. The course, targeted at senior law enforcement personnel, has been successfully certified by the International Organization for Standardization (ISO) on 'Learning services outside formal education' (ISO 29993:2017). The content of the 2020 edition of the course will be revised based on the latest analysis of the EMCDDA and Europol.

Main area 3: Business drivers

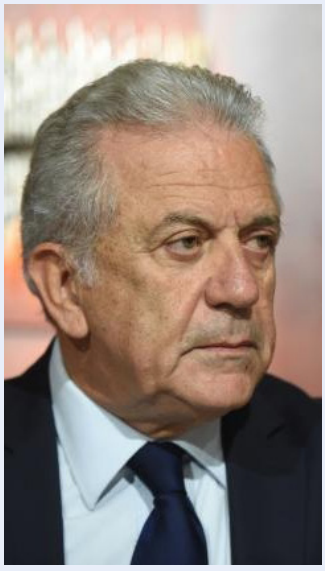
Business driver 1: institutional

Governance

The Management Board is the main decision-making body of the EMCDDA. It meets twice a year and consists of one representative from each Member State of the EU, two representatives from the European Commission and two independent experts designated by the European Parliament.

Following the fourth external evaluation of the EMCDDA, which was carried out by the European Commission in 2018, the Commission published a report on 14 May positively evaluating the work of the agency.

FIGURE 13. **Results of the external evaluation of the EMCDDA: quote by EU Commissioner Dimitris Avramopoulos**



'The EU drugs agency has become a genuine European hub of excellence on the increasingly transnational challenge of drug use and abuse, helping us make more informed and more effective policies at both national and EU level to counter the threats and harms associated with it. I hope in the future the agency can further improve what it does already both within Europe and beyond in order to meet the challenges ahead.'

Dimitris Avramopoulos, European Commissioner for Migration, Home Affairs and Citizenship (© EC Audiovisual Service).

The **report** confirms that, over the period 2013-18, the agency continued to be widely recognised as a true hub of scientific excellence in Europe and internationally, providing factual, objective, reliable and comparable data at the European level on drugs and drug addiction and their consequences.

The **evaluation report** and an accompanying **staff working document**, which provides more detailed information, are available online.

Subsequently, a follow-up action plan was adopted by the EMCDDA Management Board in December. The document was drafted by the EMCDDA in a period of budgetary uncertainty and the actions envisaged may be overambitious should the appropriate resources not be made available to the agency. Furthermore, actions were planned taking into account the current EMCDDA mandate.

In this overall context, an internal discussion and strategic-thinking exercise was initiated in 2019 with a view to analysing the prospects for the work of the EMCDDA in the future, so that it best responds to the evolving needs of its stakeholders within the context of a rapidly changing environment and the possible impact of 'megatrends' (such as digitalisation and innovation in monitoring) on the work performed. This analysis will be deepened in 2020-21, including an assessment of the functioning and suitability of the current business model, with possible options to review the analysis in the future identified.

The key decisions taken by the EMCDDA Management Board in 2019, together with the activities carried out by the agency to support the work of the Management Board Chair and the other members of the Management Board, are presented in detail in Part II of this report.

Communication and service delivery to meet evolving EMCDDA customer needs

The EMCDDA Strategy 2025 sets out a vision for a 'healthier and more secure Europe' through better informed drug policy and action. The strategy states that, to do this effectively, we must constantly strive to respond to the needs of our key customers. It gives 'central importance to identifying our customers' needs, developing services and effective communication, as these all represent essential elements for our work to have impact'.

To that end, a 'customer needs project' was initiated by the EMCDDA in 2018, with the overall objective of improving how the agency engages with its primary customer groups and ensuring that their feedback informs decision-making and service development.

A set of qualitative and quantitative techniques were identified and tested by the project in 2019, and these will continue to be applied in 2020. They include customer journey mapping, needs and gap analyses, personas, surveys, online consultations, face-to-face (semi-structured) interviews, focus groups, workshops, metrics and staff training. Such methods will allow the agency to tune into the 'customer voice', which is essential for embedding and sustaining customer focus and service orientation at the EMCDDA. A number of key events were selected for the application of these techniques during the year, as follows:

- EDR 2019: an online survey to obtain feedback on the report ran from 6 June to 31 August and was promoted via a range of channels. A report and an infographic were created analysing the results.
- A Reitox Academy on communication with national policymakers (see 'Drug policies' under 'Main area 1: Health'): in collaboration with the Spanish NFP, a Reitox Academy on communicating with national policymakers was organised on 18 and 19 September in Madrid. The invitations to the event were accompanied by a questionnaire exploring how NFPs currently communicate with national policymakers and how they provide evidence for the decision-making process. An external communications consultant led a session on mapping national policymakers, customer journeys and building personas. NFPs shared examples of best practice, while national policymakers were invited to present their experiences and needs. Reports were drawn up presenting the lessons learnt from the sessions.
- Training for prevention professionals (see 'Drug interventions' under 'Main area 1: Health'): to prepare for the discussions at this event, a short online survey was sent to the participants ahead of the event and was followed up with three focus groups exploring the needs of this specific group. A report (with coding tables) was drawn up presenting the emerging themes.
- Lisbon Addictions (see 'Business driver 3: scientific capacity'): a paper-based survey entitled 'Getting to know you' was designed to collect information from the participants visiting the EMCDDA stand at this conference to build customer 'personas'. Around 200 responses were gathered during the conference. A report analysing the results will contribute to the collection of information on customers and their needs and will be used for finalisation of the customer needs framework.
- EDMR launch (26 November; see 'Main area 2: Security'): an online survey was launched on the day of the report's release. A 'meet the authors' stakeholder event was organised at the report launch in Brussels.

In parallel with running the customer needs project, the EMCDDA's communication efforts were focused on ensuring the production of high-quality publications — a total of 32 **scientific and institutional outputs were launched in 2019**.

This was accompanied by activities to enhance engagement with the agency's audience, in particular via the online communication channels (see Figure 14 for details).

Over 1.7 million visitors accessed the EMCDDA website in 2019 (i.e. 4 700 visits per day), an increase of 26 % compared with 2018 and of 60 % compared with 2017.

Furthermore, the upwards trend in the number of social media followers continued in 2019, with an increase in the number of followers observed for all of the channels (i.e. an increase in followers of between 7 % for Facebook and 25 % for Instagram).

FIGURE 14. **EMCDDA online communication channels**

A significant rise in the number of views of EMCDDA videos was recorded in 2019, with an overall increase in lifetime views of 44.1 % compared with 2018.

Communication metrics were developed and their results were disseminated internally on a quarterly basis (see Annex 4).

Engagement with the media also significantly increased in 2019. The EMCDDA serviced 378 requests from journalists, namely 40 % more than in 2018 (272 requests). In addition, two press conferences were organised for the launches of the EMCDDA flagship reports, namely for EDR 2019 (eight journalists) and EDMR 2019 (26 journalists).

In 2019, 12 news releases (which amounted to 84 products counting translations), 37 news items and 22 Director's news items were published. In addition, 56 Mailchimp press campaigns were launched and 12 *Drugnet Europe* digital newsletter round-ups were produced.

Business driver 2: partnership

Reitox network activities

The Reitox network was set up in 1993, when the EMCDDA was established, and it is composed of NFPs in the EU Member States, Norway and Turkey, as well as a focal point at the European Commission. The NFPs — from which the agency draws the bulk of its data — collect and analyse national information on drugs, drawing on various sectors including health, justice and law enforcement. They form the backbone of the agency's work.

The activities of the network are defined yearly in the grant agreement signed between each NFP and the EMCDDA, while the longer term strategic options are guided by the **Reitox development framework**, which was adopted by the network in 2017.

An important anniversary in the life of the network was celebrated in 2019, namely the 60th meeting of the Reitox HFPs in Lisbon from 21 to 23 May.

The second annual HFP meeting took place from 13 to 15 November (which was preceded, on 12 November, as is usual for autumn meetings, by an extended network meeting, which representatives of third countries also attended). The issue focused on in 2019 was the sustainability of the network in the context of the challenging financial perspective faced by the EMCDDA. In that regard, the HFPs and the agency engaged in a dialogue to together identify any possible measures to mitigate the impact of resource limitations and to ensure the viability of the network, of the EMCDDA and of the EU drug-monitoring system in general.

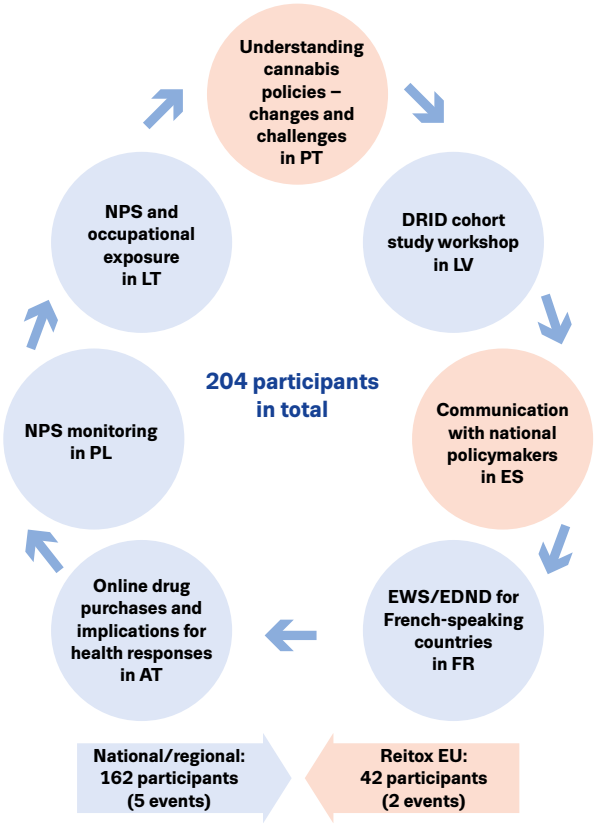
Two technical meetings also took place during the year, on 19 March and 1 October.

An important means for strengthening the capacity of the network continued to be provided by the Reitox Academies (see also 'Main area 1: Health' and 'Main area 2: Security').

Seven Reitox Academies took place in 2019, as follows (see also Figure 15):

- 'Where we are with NPS' (Vilnius, 24 January): 62 participants;
- 'Understanding cannabis policies — changes and challenges' (Lisbon, 20 June): 21 participants;
- 'National Academy for Latvia: in-depth analysis of cohort studies in field of drugs' (Riga, 7-19 September): seven participants;
- 'Communication: advocacy and stakeholder management' (Madrid, 18-19 September): 21 participants;
- 'EWS French-speaking academy: Nouvelle directive, nouvel outil, nouveaux échanges' (Paris, 27 November): 39 participants ;
- 'National Academy for Austria: online drug purchases (cryptomarkets)' (Vienna, 2 December): 26 participants;
- 'Synthetic opioids and fentanils (Baltic region)' (Gdansk, 12-13 December): 28 participants.

FIGURE 15. **Reitox Academies 2019**



The information brochure ***The Reitox network: frequently asked questions*** was published in October. It provides answers to the most commonly asked questions on the Reitox network of NFPs and more broadly on national drugs observatories. Compiled over several years, it is a reference tool for both EU Member States and countries further afield as regards the network, its members, its role and its development. The Reitox network also actively participated in the Lisbon Addictions conference (see 'Business driver 3: scientific capacity'). Among the activities led by the Reitox network were a structured session on 'Drug policy debates: how are routine monitoring data used?' and a Reitox posters session.

The EMCDDA certification of Reitox NFP quality was adopted by the Reitox NFPs network in 2019. The Reitox certification acknowledges the competence of an EMCDDA NFP to carry out specific tasks in a reliable/credible/accurate manner and that it meets the minimum criteria for the fulfilment of the tasks of an NFP as set out in Article 5 of the EMCDDA Regulation.

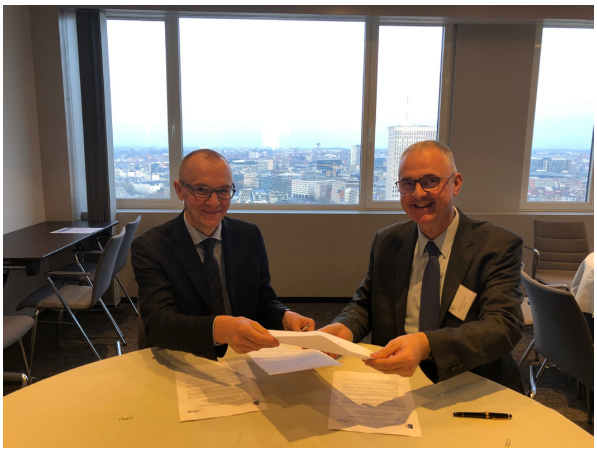
An important part of the EMCDDA's work with the network is related to the management of the Reitox grants. The 2019 grant applications were assessed and grants were awarded, committed and signed, for a total value of more than EUR 2 million.

In parallel, from March to November, all of the financial and narrative reports related to the 2018 grants were analysed, all of the balance payments were executed and the grants were subsequently closed, in line with the applicable procedure. Field verifications (on-site audits) were carried out by the EMCDDA at the headquarters of two NFPs, namely the Lithuanian NFP (16-20 September) and the Spanish NFP (28-30 October).

Cooperation with EU agencies and international partners

Cooperation with **EU agencies** was further strengthened in 2019.

Two new working arrangements were signed in Brussels, on 12 February, between the EMCDDA and ECHA and between EFSA. The EMCDDA Director, Alexis Goosdeel, signed the agreements with ECHA Executive Director Bjorn Hansen and EFSA Executive Director Bernhard Url. The agreements will ensure that the agencies exchange information on NPS, in accordance with their mandates and in line with new legislation that has applied since November 2018 (see 'Responding to new psychoactive substances: EU Early Warning System and risk assessment' under 'Main area 1: Health').



Signing of the working arrangements between the EMCDDA and EFSA (left: Bernhard Url, EFSA Executive Director (left) and Alexis Goosdeel, EMCDDA Director (right)) and the EMCDDA and ECHA (right: Bjorn Hansen, ECHA Executive Director (left) and Alexis Goosdeel, EMCDDA Director (right)).

These two new working arrangements follow the ones signed in 2018 with Europol, the ECDC and the EMA for implementing the new legal framework.

On 7 March, the EMCDDA Director welcomed Dr Andrea Ammon, Executive Director of the Stockholm-based ECDC, on **a visit to the EMCDDA**.

In addition to the implementation of the EU EWS, the EMCDDA collaborates with the ECDC on a number of projects, including joint guidelines, missions to assess HIV outbreaks at the request of Member States, the UN Sustainable Development Goals for hepatitis reduction, the Dublin Declaration goals on HIV, and sharing data and expertise. The EMCDDA provides expertise to and shares information with the ECDC on the extent and impact of disease in the sub-population of drug users.

In particular, in 2019, these agencies worked closely together to strengthen the European monitoring framework for hepatitis in Europe. The ECDC launched an HCV prevalence database, which contained references to the EMCDDA datasets for PWID, and the EMCDDA drafted a technical paper on a hepatitis barometer, which was reviewed by the ECDC expert. The agencies also organised a joint session at the Lisbon Addictions conference on 'National continuums of care for HIV and hepatitis B and C'.

Close collaboration also took place through participation in the expert meetings and advisory committees of the agencies, including at the EMCDDA drug-related infectious diseases expert meeting in October; the EMCDDA also participated in the European hepatitis C prevalence survey (SPHERE-C) expert meeting at ECDC in April.

Dr Andrea Ammon, ECDC Director (left), and Alexis Goosdeel, EMCDDA Director (right).

Some of the EMCDDA's other key partners are Europol and CEPOL (see also 'Main area 2: Security'). Cooperation with Europol continued to focus on the exchange of strategic information, methodologies and technical expertise; the production of joint strategic analyses and threat assessments; the development of joint reporting tools; the delivery of joint training activities; and actions in support of the implementation of the new NPS legislation. A key outcome of the collaboration between the two agencies was the joint EMCDDA-Europol EDMR 2019.

Intensive cooperation and coordinated work also took place in the framework of the EU Policy Cycle on organised and serious international crime. In the framework of EMPACT, joint work on developing and improving the drug-related reporting tools on synthetic drugs, cocaine and cannabis took place, and training

delivered to Member States was conducted jointly by Europol, the EMCDDA and CEPOL. In 2019, the EMCDDA participated in five technical meetings of EMPACT.

Based entirely on the joint EMCDDA-Europol publication of the EDMR in 2016, the EMCDDA, in collaboration with CEPOL and supported by Europol, developed a residential training course that was delivered in Portugal in June entitled 'Drug markets and drug-related crime — strategic analysis'.

Overall, CEPOL, the EMCDDA and Europol developed seven training modules (courses, programmes, webinars and online modules) — with CEPOL leading five and the EMCDDA and Europol leading one each — related to, among other topics, the EU EWS, NPS, heroin and cocaine smuggling, synthetic illicit laboratories dismantling, and synthetic drugs.

In addition, the EMCDDA contributed to CEPOL's stakeholder needs assessment through various tools and exercises.

On 28 May, the EMCDDA received a visit from Mr Detlef Schröder, Director of CEPOL, and Mr Peter Stauber, Policy Officer. During the meeting, the representatives of the two agencies discussed their cooperation.

Cooperation with other EU agencies also took place in the framework of the specialised networks, such as EU-ANSA, the Justice and Home Affairs (JHA) agencies' network, the Performance Development Network, the Heads of Communication and Information Network and other technical networks in which the EMCDDA is represented.

In 2019, the EMCDDA contributed to technical discussions with **international partners**, in particular with the UNODC and the WHO, on how to improve data collection and on how to facilitate inter-agency collaboration. The EMCDDA is an active member of the international expert working group on drug epidemiological statistics led by the UNODC and the WHO. The EMCDDA was invited to the third meeting of the Scientific Advisory Committee of the *World Drug Report* in September, and the agency contributed to various technical meetings (see 'Main area 1: Health', 'Main area 2: Security' and Annex 5 for details). A **joint publication** from the EMCDDA and the UNODC was published on 27 February, presenting the key findings from surveys of drug-treatment facilities carried out in four Western Balkan countries in 2017. The results provide insights into the characteristics and capacity of the treatment systems in these countries and present conclusions and implications for policy and practice.

The EMCDDA continued to cooperate with both the WHO headquarters (Geneva) and the WHO Regional Office for Europe (WHO/Europe, Copenhagen) in the areas of quality standards of interventions and the monitoring of treatment systems, and prison and infectious diseases.

The EMCDDA, WHO/Europe and the ECDC have been working closely to assist countries in the elimination of viral hepatitis in line with the WHO hepatitis elimination agenda. The agencies are contributing to the development of the European hepatitis monitoring framework by contributing to expert meetings, conferences and technical work. In 2019, the EMCDDA participated in the first Regional Consultation on Viral Hepatitis in the WHO European Region: Progress on the Way to Elimination, which took place in Tbilisi, Georgia, on 12 and 13 February, and attended the bilateral meeting between the European Commission and WHO/Europe on strengthening the collaboration in enlargement countries, ENP countries and Central Asian countries.

Cooperation also continued with regional organisations. In May, the EMCDDA Director met in Lisbon with Denis Huber, the Executive Secretary of the Council of Europe Pompidou Group to discuss the Pompidou Group work programme 2019-22 and its cooperation and coordination with EMCDDA activities, as well as the Pompidou Group statutory revision process. The cooperation areas include drug policies, precursor control, prison, cybercrime, cooperation with non-EU countries and support for training. Among others, in 2019, the EMCDDA participated in an executive training course for drug policy managers on incorporating gender dimensions in drug policy practice and service delivery (June) and in a seminar on responding to drug-related challenges for refugees, migrants and internally displaced people (October).

On 13 March, Ambassador Adam Namm, Executive Secretary of the Inter-American Drug Abuse Control Commission (CICAD) of the Organization of American States, visited the EMCDDA to discuss with the agency's Director, Alexis Goosdeel, **perspectives on the next EMCDDA-CICAD work programme (2019-23)** ahead of the signing of the document, which took place in January 2020 in Washington, DC.

In terms of **cooperation with third countries**, at the technical level, this was mainly carried out within the EU-funded technical cooperation projects IPA 6, IPA 7 and EU4MD (see later section on cooperation with third countries in the framework of the EU-funded technical assistance projects).

At the institutional level, work was guided by the EMCDDA *International Cooperation Framework*, which was adopted in 2017.

In this respect, the EMCDDA and Albania will cooperate more actively on monitoring the drug phenomenon in future, thanks to a **working arrangement concluded on 13 March in Vienna**. The agreement was signed by EMCDDA Director Alexis Goosdeel and by the Albanian Deputy Ministers of the Interior and of Health and Social Protection, in the presence of Dimitris Avramopoulos, the European Commissioner for Migration, Home Affairs and Citizenship. The signing ceremony took place at the Delegation of the EU to the International Organisations in Vienna and was hosted by EU Ambassador Didier Lenoir.

In June, the EMCDDA Management Board also gave the EMCDDA Director the mandate to sign the newly negotiated working arrangement with Ukraine and to negotiate further working arrangements with Algeria, Kosovo ([3]) and Serbia, at the requests of these countries.

From left to right: Besfort Lamallari, Albanian Deputy Minister of the Interior; Mira Rakacolli, Albanian Deputy Minister of Health and Social Protection; Dimitris Avramopoulos, European Commissioner for Migration, Home Affairs and Citizenship; Alexis Goosdeel, EMCDDA Director (© European Commission).

Cooperation with third countries in the framework of the EU-funded technical assistance projects

Enlargement countries

In 2019, cooperation with the EU enlargement countries mainly took place in the framework of the technical cooperation projects for IPA beneficiary countries, namely IPA 6 (until June) and the new IPA 7 project, which started on 1 July.

Over the final six months of implementation of the IPA 6 project, the EMCDDA organised the third and final IPA 6 project steering committee meeting, at which representatives from the European Commission's DG NEAR, representatives of the permanent missions and national correspondents from the beneficiaries participated.

Apart from the attendance of national experts from EU enlargement countries at the EU key indicator expert meeting on 'Prevalence and patterns of drug use among the general population', the EMCDDA also organised a training session on communication issues (focusing on how to improve skills in the formulation of drug-related messages within the partner institutions) for eight participants and a practical hands-on training session for law enforcement agencies from the EU enlargement countries on data collection and reporting on drug seizures. By the end of June, all beneficiaries had provided the EMCDDA with drugs seizures data for the period 2016-17, albeit not all in line with the EU protocol.

Serbia, being more advanced in setting up a national EWS, was the only EU enlargement country to attend the 19th Annual Meeting of the Reitox Early Warning System Network. The **Serbian national EWS profile** was published on the EMCDDA website.

On 6 June, the EMCDDA organised — jointly with the representatives of the Romanian National Anti-drug Agency — the final IPA 6 wrap-up meeting in Bucharest, which was followed by the official launch of the EMCDDA EDR 2019 and which was also attended by representatives of the EU enlargement countries.

(3) This designation is without prejudice to positions on status, and is in line with UN Security Council Resolution 1244/1999 and the International Court of Justice Opinion on the Kosovo declaration of independence. Applies to all mentions of Kosovo in this document.

IPA 6 achievements in a nutshell

The following are the key achievements of the IPA 6 project:

- an increased availability of data in the health and security/supply fields, which paved the way for setting up broader objectives in the next project;
- the first nationwide general population survey implemented in Bosnia and Herzegovina — in line with the EMCDDA standards — with results presented to the national stakeholders in Sarajevo and also made available on the EMCDDA website in 2019;
- implementation of ESPAD in Kosovo, Montenegro, North Macedonia and Serbia, thanks to co-financing between a specific EMCDDA budget and national authorities;
- the publication, in February 2019, of the joint EMCDDA-UNODC report entitled *Drug treatment systems in the Western Balkans*, presenting a summary of the key findings from drug-treatment facility surveys carried out in 2017 in Albania, Bosnia and Herzegovina, Kosovo and Serbia and considering the implications for practice and policy — the results provide insights into the characteristics and capacity of the treatment systems, as well as the availability and provision of treatment interventions;
- assessment visits to Serbia and Montenegro to evaluate their readiness for participating in the agency's work and in particular on the establishment of an operational national drugs observatory and a national EWS — the output of these visits was a report summarising the observations and recommendations from the EMCDDA to both countries to further strengthen their national drug-monitoring systems;
- consolidation of institutional cooperation through the organisation of national stakeholder meetings in the capital city of each beneficiary, which ensured that the project's objectives and outcomes complemented national plans and roadmaps — countries are working on updating their national information maps, which are tools to identify and describe all drug-related data sources;
- the signing of a working arrangement with the Ministry of Interior and the Ministry of Health and Social Protection of Albania.

A follow-up technical cooperation project between the EMCDDA and candidate and potential candidate countries — IPA 7 — started on 1 July. The project, entitled 'Stepwise integration of the IPA beneficiaries in the activities of the European Monitoring Centre for Drugs and Drug Addiction (EMCDDA) and the Reitox network', aims to enhance the capacity of the EU and the IPA beneficiaries to detect, analyse and report on emerging drug-related health and security threats. It will cover a period of 36 months and will have a total earmarked budget of EUR 1 million. The beneficiaries of this technical cooperation project are Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia and Serbia.

The first official visit organised within the project took place in Montenegro, on 17 and 18 July, where the EMCDDA Director met several high-level dignitaries working in the drugs field (see 'EMCDDA Director: main activities' under 'Business driver 4: management').

Selected national experts from candidate and potential candidate countries were invited to attend the EU expert meetings of three out of five key epidemiological indicators, namely the drug-related infectious diseases indicator (DRID) on 8 and 9 October, the drug-related deaths indicator (DRD) on 21 and 22 October and the treatment demand indicator (TDI) on 27 and 28 November. During each of these meetings, the IPA 7 team organised specific satellite meetings with the experts from the IPA beneficiaries to discuss their available national datasets and other information sources in the area of the key epidemiological indicators concerned.

During the Third European Conference on Addictive Behaviours and Dependencies from 23 to 25 October, the EMCDDA IPA 7 project team organised a networking event targeted at participants from the Western Balkans and financed the participation of an Albanian expert at the conference. At the event, the IPA 7 team presented the new project and encouraged the establishment of synergies with several partner organisations.

The first project coordination meeting took place in Lisbon on 11 November during the Eighth Extended Reitox Network Meeting, with all of the IPA beneficiaries participating.

In November, the Ministry of Health of Montenegro and the Organization for Security and Co-operation in Europe Mission to Montenegro co-organised a regional meeting on the 'Global challenge and threat to the safety and health of societies — emergence of new psychoactive substances', at which an EMCDDA staff member presented the EU EWS as a tool for protecting public health.

During the first six months of the EMCDDA IPA 7 project, the progress achieved was monitored through regular internal and external project management and inter-institutional coordination meetings and through dialogue and coordination with the European Commission services, EU delegations in the region and national authorities. By the end of the year, the EMCDDA had carried out an update of the national roadmap of each IPA beneficiary, which was shared with the national authorities and the European Commission services concerned.

EU neighbouring countries

Cooperation with neighbouring countries took place within the framework of the EU4MD project, funded by the European Neighbourhood Instrument.

EU4Monitoring Drugs (EU4MD): in the spotlight

In 2019, the EMCDDA launched a three-year project worth EUR 3 million, **EU4MD**, which will intensify its **cooperation with the countries of the ENP**.

The EU-funded project, running until the end of 2021, supports national and regional readiness in the ENP area to identify and respond to drug-related health and security threats. While fostering regional cooperation and cooperation between the ENP and the EU, the EU4MD project:

- helps beneficiary countries be better prepared to respond to existing and future drug-related threats through capacity building and partnerships;
- facilitates the identification, understanding and reporting of new and emerging drug-related threats and the analysis of their implications for security and health;
- supports a strategic analysis of developments in the drug market and how these affect security and health.

Networking and partnership are central to EU4MD. The project deploys a participatory approach to capacity building ('learning by doing') and activities focus on developing practical and scientific knowledge, along with the skills of professionals and organisations.

The potential beneficiaries of the project are Algeria, Armenia, Azerbaijan, Belarus, Egypt ([4]), Georgia, Israel, Jordan, Lebanon, Libya, Moldova, Morocco, Palestine, Tunisia and Ukraine.

During the first year, **technical assessment visits** to eight countries were conducted (see Figure 16 for details), in which a team of security and health experts met with a range of stakeholders from law enforcement, health and justice administrations and services, EU delegations, national and international non-governmental organisations (NGOs) and other international partners.

These visits provided the basis for capacity-building and threat assessment activities. Based on these visits, a capacity development plan for the project was defined and 87 professionals took part in one or more of the 14 capacity-building activities that were carried out in 2019. In addition, the EMCDDA contributed to some further 10 capacity-building activities targeting ENP countries, which were implemented by European and international partners.

Furthermore, national ESPAD studies were implemented in Georgia and Ukraine, and preparations were made to undertake data-collection and analysis activities on cannabis trafficking routes, treatment systems and national drug policies.

(4) In August, the EMCDDA was informed that the competent authorities of Egypt had decided not to participate in the project.

FIGURE 16. **EU4MD 2019: main events**

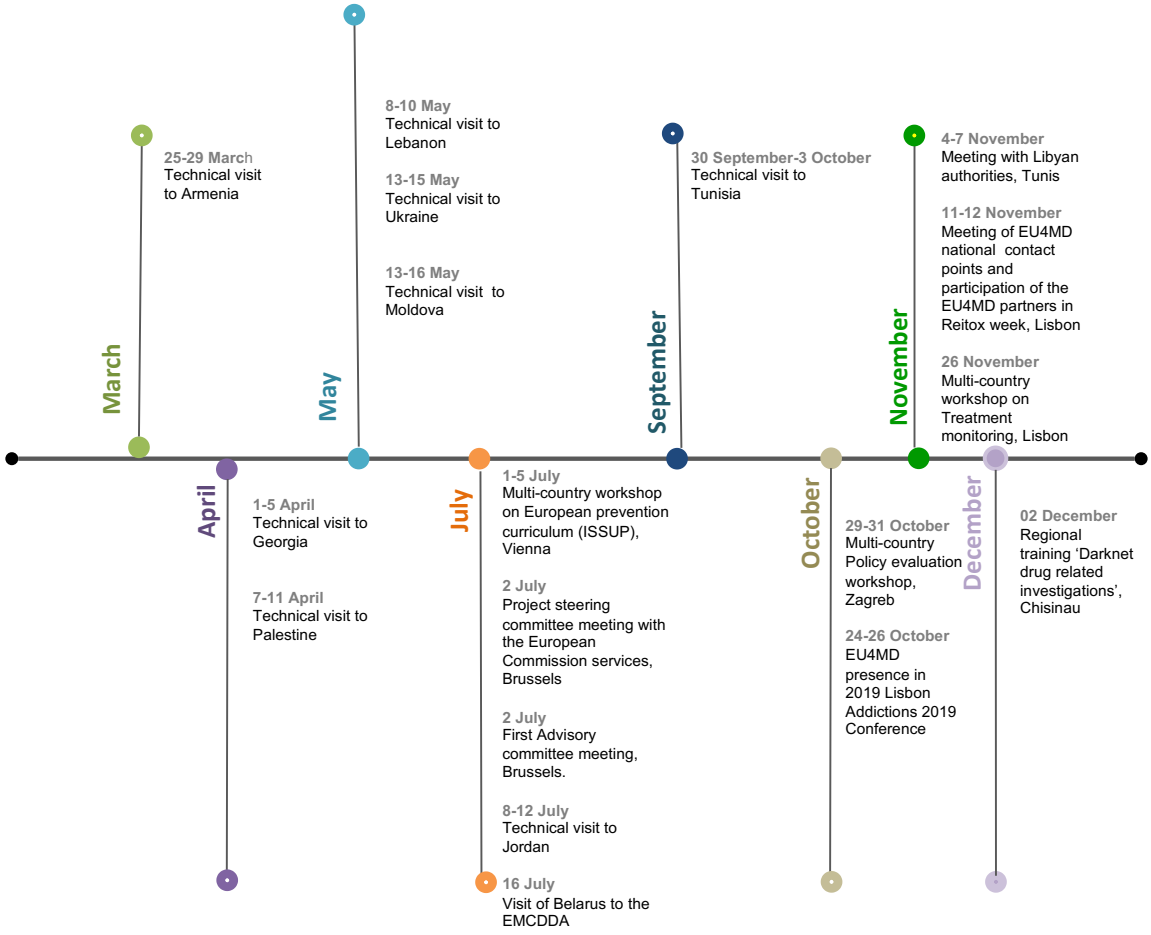


FIGURE 17. **EU4MD project: multilingual branding**

Another third country with which the EMCDDA strengthened its institutional cooperation in 2019 was Russia. In July, the EMCDDA Director paid an official visit to Moscow and met representatives from the Main Directorate for Drug Control of the Ministry of Internal Affairs of the Russian Federation; Mr Dmitry Kostennikov, the Deputy Minister of Health of the Russian Federation; and representatives from the National Research Institute of Narcology.

Business driver 3: scientific capacity

The multifaceted nature of the drugs situation requires the EMCDDA to have both sufficient in-house expertise and access to experts working elsewhere to ensure adequate scientific capacity for this work. In 2019, the agency strengthened its ongoing dialogue with the research and scientific community.

Scientific Committee activities

As the guardian of the EMCDDA's reputation for scientific excellence, the Scientific Committee plays a key role in assuring and improving the quality of the work carried out by the agency.

On 13 December, the EMCDDA Management Board appointed 15 high-level scientists to serve on the agency's Scientific Committee for the period 2020-22. The selection followed a call for expressions of interest in the *Official Journal of the European Union*, which yielded 78 eligible applications. The Management Board also approved a list of experts to be called upon by the EMCDDA Director for the purposes of assessing the risks posed by NPS — one of the agency's core tasks (see Main area 1: Health).

During the year, the members of the Scientific Committee adopted a formal opinion on the EMCDDA's PD 2020-22, and provided input on the agency's main projects and scientific publications, in line with the guiding principles for the review of selected publications. The Scientific Committee also contributed to the HDG's annual dialogue on research.

In 2019, the EMCDDA continued to investigate ways to further increase the quality of its analyses and outputs across all key areas of work. Efforts focused on implementing the action plans that were put in place to address the recommendations of the European Commission's Internal Audit Service (IAS) on the management of data collection, validation and quality assurance (2017) and publications management (2018).

Lisbon Addictions 2019: in the spotlight

World experts reviewed the future of addictions at the Third European Conference on Addictive Behaviours and Dependencies, which took place in Lisbon from 23 to 25 October.

For the 2019 conference, a new 'co-production' approach was used to shape the conference programme, aiming to develop a diverse and innovative event. The six 'co-producers' were the European Federation of Addiction Societies (EUFAS), the International Network on Hepatitis in Substance Users (INHSU), the International Society for the Study of Drug Policy (ISSDP), the International Society for the Study of Behavioural Addictions (ISSBA), the Society for the Study of Addiction and the EU-funded project FuturiZe. Each ran a programme of activities built around selected topics (thematic 'tracks').

FIGURE 18. **Lisbon Addictions 2019: quote by Manuel Cardoso, SICAD Deputy General Director, and Paul Griffiths, EMCDDA Scientific Director**

'The focus of #LxAddictions19 is the future of addictions. The sessions held over the next three days will encourage us all to consider how adopting better practice, science and methods in the addictions field can help contribute to an improved society. We recognise that the issues that shape the future, both in the addictions area and more generally, are often interlinked.'
Source: *LxAddictions Magazine*.

The FuturiZe 'track' activities were hosted in the Futures Zone, where sessions focused on forward-looking trends and topics, including digitalisation, future drug policy, innovative monitoring and new therapeutic horizons. FuturiZe was a European project, co-funded by the European Commission's Directorate-General for Migration and Home Affairs (DG HOME) under the Justice programme, which aimed to provide a space for EU-wide, multi-stakeholder and inter-sectoral networking and structured interactive debates. This project offered bursaries to 120 professionals who would otherwise not have been able to attend the event.

A record of 1 300 participants — researchers, practitioners and policy experts from all over the world and a range of specialist areas — attended the event. The 2019 conference focused on the 'Future of addictions: new frontiers for policy, practice and science' and offered high-level content tracks, large-scale debates and various session formats, along with guided poster tours. The conference programme contained 850 presentations distributed over 150 sessions and showcased 264 e-posters.

Four side events also took place ahead of the conference:

- the International Symposium on Drug Checking;
- the Ninth Symposium of the Alcohol Policy Network in Europe (APN);
- 'Health Without Barriers' — the Second European Conference on Healthcare in Prison;
- the International Cannabis Toolkit Workshop.

EMCDDA experts played an active role in the conference, delivering over 60 presentations and e-posters, which covered topics ranging from the challenges of monitoring new drugs to drug-checking technology and HCV testing and care.

Winners of the 2018 EMCDDA scientific award were invited to present their articles during the Lisbon Addictions 2019 conference ([5]). The prize, inaugurated in 2011 by the EMCDDA and its Scientific Committee, celebrates scientific writing and distinguishes high-quality research in the field of illicit drugs.

The success of the conference is reflected in the satisfaction expressed by participants who took part in our feedback survey. The most common strengths identified by the respondents to the survey were the multidisciplinary character of the conference, with a broad range of topics, and the quality of the programme, topics chosen and speakers.

The event also had a strong presence on social media, with more than 5 000 tweets and close to 40 million Twitter impressions.

(5) The five winners (primary authors) were Professor Dr Christian Büchel (Germany), Judit Tirado Muñoz, PhD (Spain), Daan van der Gouwe (the Netherlands), Professor John Marsden (the United Kingdom) and Vendula Belackova, PhD (Czechia).

Business driver 4: management

EMCDDA Director: main activities

The Director, through his external activities, contributed to increasing the visibility of the EMCDDA and consolidating the credibility of its work by building and improving partnerships (for further details, see also 'Main area 1: Health' and 'Main area 2: Security').

The purpose of these activities was twofold: to provide information on the performance of the EMCDDA in delivering on its mandate and implementing its annual work programme and to communicate the scientific evidence resulting from the agency's monitoring and analytical work.

These high-level communication efforts, which involved some 30 missions carried out by the EMCDDA Director during the year, were focused on the agency's key customers, namely drug policymakers at the EU and Member State levels and the practitioners working in the field. Important institutional visits and exchanges also took place with high-level representatives of some international organisations and third countries.

EU bodies

In terms of the EMCDDA's relationship with EU policymakers, the Director further strengthened relationships with the **European Parliament**. He gave presentations at two meetings of the LIBE Committee of the European Parliament: on 19 February, he presented the EMCDDA's performance in 2018 and an outlook on activities for 2019 and, on 4 September, the Director attended a meeting of the new LIBE Committee (following the European Parliament elections in May 2019), during which the directors of JHA agencies presented the work and the activities of their agencies. The Director presented the mandate of the EMCDDA, the drug situation in Europe based on the EDR 2019, the main achievements in 2018 based on the last *General Report of Activities* and key challenges for the future.

In addition, throughout the year, he had meetings with several Members of the European Parliament and with members of the LIBE Committee, the Committee on the Environment, Public Health and Food Safety and the Committee on Budgets, namely on issues concerning the work of the agency and the budgetary needs for 2020.

Concerning the **Council**, on 8 and 9 July, the Director participated in an informal meeting of COSI of the Council, in The Hague. Furthermore, Mr Goosdeel participated in the Western Balkans JHA ministerial forum in Skopje, North Macedonia, on 18 and 19 November. On this occasion, the Director gave a presentation on the challenges of and perspectives on cooperation on drugs between the EMCDDA and the Western Balkans.

The Director had regular meetings throughout the year with the **European Commission**'s services. This included meetings with the Cabinet of Commissioner Avramopoulos and with the Director-General, Paraskevi Michou, and Deputy Director-General, Olivier Onidi, of DG HOME. Mr Goosdeel met on 5 June with Commissioner Carlos Moedas, responsible for research, science and innovation, in Brussels. He also had a meeting with members of the Cabinet of Commissioner Vytenis Andriukaitis to provide an update on the EMCDDA's work in the area of public health. He met on several occasions with Ms Floriana Sipala, Head of the Organised Crime and Drugs Policy Unit at DG HOME.

The Director participated on 7 June in the formal meeting of the Steering Group on Health Promotion, Disease Prevention and Management of Non-Communicable Diseases, chaired by the Deputy Director-General for Health of the Directorate-General for Health and Food Safety (DG SANTE). He also met on this occasion with Mr John F. Ryan, Director for Public Health, Country Knowledge, Crisis Management at DG SANTE.

With regard to building relationships with the other **EU agencies**, the Director participated in the meeting of the heads of JHA agencies, on 22 November, at Europol in The Hague, as well as in the meeting of heads of EU agencies on 13 February in Brussels. During the meeting, the Director signed the working arrangement between the EMCDDA and EFSA, further to Regulation EU 2017/2101 on the Early Warning System on NPS, with the Executive Director of EFSA, Mr Bernhard Url.

Further to the same regulation (EU 2017/2101), the Director also signed the working arrangement between the EMCDDA and ECHA with the Executive Director of ECHA, Mr Bjorn Hansen.

The Director welcomed Ms Andrea Ammon, Director of the ECDC, and Ms Maarit Kokki, Head of Section for International Relations, at the EMCDDA on 7 March to discuss enhancing collaboration in different areas of work. The Director of CEPOL, Mr Detlef Schröder, and Mr Peter Stauber, Policy Officer, paid a visit to the EMCDDA on 28 May.

The Representation of the European Commission and European Parliament in Portugal, the Municipality of Lisbon, the European Maritime Safety Agency (EMSA) and the EMCDDA jointly organised an exhibition to promote the cleaning of the seas and to raise awareness about pollution of the seas and its effects. The Director participated in the inauguration of a children's photograph exhibition entitled 'I live by the sea' at Praça de Europa, Lisbon, on 2 May, in the

presence of the European Commission's Vice-President for Jobs, Growth, Investment and Competitiveness, Jyrki Katainen.

The EMCDDA Director participated in the Ministerial Segment of the 62nd Session of the CND on 14 and 15 March and in the CND meeting on 18 March, organised by the UNODC in Vienna.

EU Member States

In recognition of, and appreciation for, its work over the past 20 years, the EMCDDA was awarded a Gold Medal of the Order of Merit of the Spanish national plan on drugs (Delegación del Gobierno para el Plan Nacional sobre Drogas — DGPNSD). The Director received the medal on behalf of the agency from Minister María Luisa Carcedo, on 9 January, at the Ministry for Health, Consumer Affairs and Social Welfare in Madrid. Following a presentation by the new Delegate of the DGPNSD, Ms Azucena Martí Palacios, Mr Goosdeel also gave a speech on the same day at the Spanish Reitox NFP on 'New challenges in the area of drugs in Europe'.

The Director paid an official visit to Latvia in April. The visit included meetings with the Minister and representatives of the Ministry of Health and of the Ministry of Interior, a visit to the Centre for Disease Prevention and Control (the Latvian NFP), a visit to the Centre of Addiction of the Olaine Prison outside Riga and discussions with representatives from NGOs, the Parliament and the Latvian Medical Association on the legalisation of cannabis for medical purposes.

The Director participated in a visit to EMSA of Her Excellency Ms Kolinda Grabar-Kitarović, President of the Republic of Croatia, on 27 May.

Speaking at the opening session of the **2019 International Conference on Drug Prevention, Treatment and Care — Inspiration and Direction**, organised in Vienna from 1 to 5 July by **ISSUP**, Mr Goosdeel presented the latest demand reduction trends and developments in Europe. During this conference, the Director had a meeting with Dr Brigitte Zarfl, Federal Minister of Labour, Social Affairs, Health and Consumer Protection of Austria.

The Director participated in the First Scientific Conference on Addiction in Nicosia, Cyprus, on 11 and 12 September, during which he met with the Minister of Health, Mr Konstantinos Ioannou, the Chairman of the National Addictions Authority, Mr Chrysanthos Georgiou, and the members of the Cyprus Anti-Drugs Council and representatives of Cyprus on the EMCDDA Management Board.

During a visit to Greece from 17 to 20 September, the Director gave a lecture to the students of the Post-graduate Diploma on Addictions at the Athens University School of Medicine. Upon invitation by the Hellenic Police, Mr Goosdeel paid an official visit to the Tripartite Centre between Bulgaria, Greece and Turkey, which is located at the border crossing point of Kapitan Andreevo. Finally, Mr Goosdeel gave a keynote lecture at the 17th European Federation of Therapeutic Communities (EFTC) Conference, which took place on 19 and 20 September in Thessaloniki, Greece.

During his official visit to Croatia in November, Mr Goosdeel met with the Secretaries of State of the Ministry of Interior and the Ministry of Health, and presented the main findings of the 2019 EDMR to the Committee on Health and Social Policy of the Croatian Parliament.

In the framework of relations with the authorities of the agency's hosting country, the Director attended the inauguration ceremony of the new space of the Portuguese NGO 'GAT IN Mouraria' (Grupo de Ativistas em Tratamentos — GAT) in Lisbon on 21 January. GAT is a non-profit NGO, with Private Institution of Social Solidarity on Health status, based in Lisbon. GAT is the Portuguese member of the European Civil Society Forum, a think tank on HIV/AIDS of the European Commission that is recognised by WHO/Europe, the ECDC, the EMCDDA and the Joint UN Programme on HIV/AIDS (UNAIDS).

Mr Goosdeel met with Professor Dr Rui Tato Marinho, Head of the Department of Gastroenterology and Hepatology at the Hospital Santa Maria, in Lisbon on 10 April to discuss the care of substance users with hepatitis, and visited the facilities.

The Director attended UNITE's Joint Action Policy Day in Porto on 27 April and co-chaired a session on 'Global picture on opportunities and lessons to learn to scale up harm reduction'. UNITE is a non-profit and non-partisan development NGO created in 2017 by Dr Ricardo Baptista Leite, a member of the Portuguese Parliament, with the support of UNAIDS.

The Director participated on 7 May in a conference organised by SICAD of the Portuguese Ministry of Health on the occasion of the 20th anniversary of the national strategy of the fight against drugs, at the Gulbenkian Foundation.

SICAD, the Policia Judiciária of Portugal and the UNODC organise, every two years, a meeting of Heads of National Drug Law Enforcement Agencies (HONLEA). The Director participated in the meeting organised last year in Lisbon, which included a visit to the EMCDDA on 5 July. He made a speech on 'EMCDDA and its role in contributing to a more secure Europe' to an audience of about 100 participants.

The President of Portugal, Marcelo Rebelo de Sousa, visited the EMCDDA on 10 July. The Director presented an insight into the work of the agency and the latest trends and developments

in the drug situation in Europe and Portugal. This was the President's first visit to the EMCDDA since he took office.

Mr Goosdeel participated in several events organised by the Portuguese authorities, had bilateral meetings with EU Member State ambassadors and attended a number of receptions held to mark national days at the embassies of various EU Member States and non-EU countries.

International organisations and third countries

The Director gave a presentation at the Final Conference of the Solidify Project, which took place on 5 and 6 December at the EMCDDA (see 'Main area 1: Health'). On this occasion, Mr Goosdeel had a bilateral meeting with Dr Ruth Dreifuss, former President of the Swiss Confederation and Chair of the Global Commission on Drug Policy.

Ms Michelle Bachelet, UN High Commissioner for Human Rights, visited the EMCDDA on 29 April together with Ms Marta Temido, Minister of Health for Portugal. The importance of treating drug users with dignity through the provision of treatment and harm reduction measures was highlighted in the discussions.

His Excellency Ambassador Adam E. Namm, Executive Secretary of CICAD, visited the EMCDDA on 12 March. An exchange of views took place on the state of cooperation between the EMCDDA and CICAD, in particular on the implementation of the work programme for 2014-18 and the preparation of the work programme for 2020-24.

Mr Denis Huber, Executive Secretary of the Pompidou Group of the Council of Europe, paid an official visit to the EMCDDA on 27 May to discuss ways of strengthening cooperation between these organisations. The Director also participated in the 84th Meeting of the Permanent Correspondents of the Pompidou Group in Lisbon on 29 May.

Mr Goosdeel met with the members of the public committee on the Norwegian drug policy reform on 6 February at the EMCDDA. The objective of the visit was to learn about the recent trends in European and global drug use and on the drug market, as well as the development of international drug policy. Another issue discussed was the police's role, attitudes, strategies and experiences related to law enforcement of the Portuguese drug decriminalisation policy.

FIGURE 19. **Twitter post by the Deputy Chief Negotiator for Montenegro's accession to the EU**

The Director paid his **first official visit to Montenegro** on 17 and 18 July, where he met with the Montenegrin Minister of Health, Dr Kenan Hrapović, and representatives of the Prime Minister's office, the Ministry of the Interior, the National Statistical Office and the Institute for Public Health. The EMCDDA delegation also met with the Head of the EU Delegation in Montenegro, Ambassador Aivo Orav.

The Deputy Chief Negotiator for Montenegro's accession to the EU posted on Twitter about the meeting (see Figure 19).

The Director and other representatives of the EMCDDA met with officials of the General Directorate for Drug Control of the Ministry of Internal Affairs, the Ministry of Interior and of Foreign Affairs and the Ministry of Health of the Russian Federation **in Moscow on 23 and 24 July** to discuss and exchange views on the drug situation in the EU and Russia. The meeting marked the Director's first official visit to Russia, which was a follow-up to a Russian official visit to the EMCDDA in September 2018.

Data protection activities

Regulation (EU) 2018/1725 on data protection was fully observed during the year and the activities required regarding the data-protection records in particular were carried out. Furthermore, the EMCDDA Management Board approved, in its meeting in June, a decision on a review of the internal rules concerning the processing of personal data in the framework of the functioning of the EMCDDA.

Strategic planning and corporate performance monitoring and reporting

The EMCDDA ensured the efficient implementation of the annual work programme, which is part of the PD 2019-21. The agency reached its operational target to achieve 100 % of the results defined in the work programme as level 1 priorities, 80 % of the level 2 priority results and 50 % of the level 3 priority results (see Annex 4).

The next PDs — for 2020-22 and 2021-23 (preliminary draft) — were also delivered in a timely manner to the EMCDDA's stakeholders and both documents were adopted by the Management Board in December 2019.

In terms of corporate reporting, the main output was the *General Report of Activities 2018*, which was adopted by the EMCDDA Management Board through written procedure and published on 14 June.

The Project Management Programme initiative, which was initiated in 2017, was further implemented throughout the year. This involved the following projects:

- the roll-out of a project management methodology (Project Management Squared — PM²) at the EMCDDA (see ' PM² at the EMCDDA: in the spotlight')
- the development and implementation of a management information system.

PM² at the EMCDDA: in the spotlight

To increase its efficiency, the EMCDDA pursued the development and adoption of a unified corporate project management methodology for its activities. The implementation of the methodology, PM², which is widely used by the European Commission, was initiated in 2018 and pursued throughout 2019.

Various training sessions for staff members were organised, resulting in, by the end of 2019, more than 50 % of EMCDDA staff having been trained. In total, 16 staff members passed the exam to obtain PM² certification.

PM² changes the way you prepare and plan a new project. The initial brainstorming based on different artefacts helps to structure your thinking and include many useful aspects, which otherwise could be forgotten (Kasia, PM² certified).

The PM² governance model helps us to define the roles in a project to see where each of us will fit in the team to give the best contribution possible to achieve efficient solutions (Ricardo, PM² certified).

PM²-certified EMCDDA staff members.

Financial resources management

The priorities in the field of financial resources management were effective and timely planning, monitoring and execution of the EMCDDA budget and optimising all of the related processes. These were complemented by the efficient use of material resources. In this context, the EMCDDA reached the maximum level of performance in terms of budget execution, with 100 % of commitment appropriations executed (see Table 2). In terms of the procurement execution, the procurement plan was put in place and successfully executed in close collaboration with all units.

The EMCDDA also participated, as an active member, in the annual meeting of the Network of Agencies Procurement Officers (NAPO).

TABLE 2. **Budget execution**

Commitment appropriations	100 %
Payment appropriations	98.28 %
Consumption of 2019 (C8) credits	96.48 %

Human resources management

The sound management of existing processes, as required by the applicable staff regulations and their implementing rules, remained key in 2019.

Another priority was the organisation of appropriate training for the agency's staff to support the effective implementation of the EMCDDA's new long-term strategy. The target of providing an average of three training days per staff member (KPI 2.3; see Annex 4) was only partially achieved owing to the budgetary constraints experienced by the agency in 2019.

In 2019, the staff performance appraisal and promotion procedures and tools were adjusted and a new electronic tool for appraisals became operational.

Facilities support services

In the area of logistics and infrastructure management, ensuring a healthy and safe working environment remained key in 2019. To that end, the identification of health and safety risks for staff remained one of the main priorities of the agency, as did increasing effectiveness, efficiency gains and cost savings, including through further synergies with EMSA. The information included in the risk registry was adapted following the annual risk assessment exercise that was delivered in 2019.

The agency also implemented further measures to guarantee the efficient use of the EMCDDA infrastructure, with special attention paid to controlling utilities-related costs and to building possible further synergies with EMSA, as well as to ensure a safe working environment; in this respect, it is worth noting that the agency managed a reduction of its carbon footprint from 6.12 to 5.98 tonnes of carbon dioxide per person in 2019.

In line with the policy in place at the EMCDDA, this was complemented by environmentally friendly measures (an internal environmental report was delivered in 2019). The agency also continued to contribute to the inter-agency Greening Network.

Information and communication technology support services

The EMCDDA's information and communication technology (ICT) programmes and services are developed and delivered in line with the triennial objectives, which are to implement and support core business and corporate projects and processes and to provide a continuously stable environment that supports existing basic and advanced services.

Concerning providing support for core business areas, in 2019, the priority was to maintain and develop the EMCDDA's established online data-collection platforms, in particular Fonte and the EDND.

Support was also provided to corporate areas, particularly planning and performance-monitoring activities, namely for the development of the corporate management information system, which is now part of the EMCDDA's new Project Management Programme initiative (see 'Strategic planning and corporate performance monitoring and reporting'), as well as to human resources and financial management processes.

The optimal allocation and prioritisation of ICT resources was supported by the internal ICT steering committee by refining priorities and deciding on the intensity of work to be devoted to each activity, depending on the most critical organisational needs.

Synergies and efficiency gains

Synergies with EMSA were further pursued in the areas of staff training, infrastructure management and ICT.

II

PART II

Management and internal control systems: annual activity report as per the Financial Regulation applicable to the EMCDDA

1

CHAPTER 1
Management Board's analysis and assessment

The Management Board has analysed and assessed the Authorising Officer's (Director's) *General Report of Activities* for the financial year 2019.

The Management Board appreciates the performance of the Centre in implementing its work programme and welcomes in particular the very positive results of the EMCDDA's fourth external evaluation.

In assessing the report, the Management Board wished to emphasise the following achievements:

- The EMCDDA presented its annual overview of the European drug situation — the EDR — together with 30 *Country Drug Reports*. The publication and launch of the third joint EMCDDA-Europol EDMR, at a press conference and a stakeholders' event, was another highlight in 2019.
- In terms of support for policy, the EMCDDA continued to support drug policy dialogue at EU and national levels and was very active in providing support to the European Commission and the External Action Service on activities with third countries. The Director presented the work of the agency to the new LIBE Committee of the European Parliament (following the European Parliament elections in May 2019). A working arrangement between the EMCDDA and Albania was signed in March and the Director paid official visits to Montenegro and Russia.
- The EMCDDA maintained close communication with the EU Member States, in particular with the Reitox network of NFPs, and undertook various technical or institutional missions in Member States and welcomed delegations of Member States at its premises. The Director paid high-level institutional visits to Croatia and Latvia. The President of Portugal, Marcelo Rebelo de Sousa, visited the EMCDDA on 10 July.
- In 2019, the first year of operation of the new legislative framework on NPS, the EMCDDA continued to play a leading role in ensuring the continuous and robust implementation of the EU EWS on NPS. Two new working arrangements were signed with ECHA and EFSA to implement the new NPS legislation, in addition to the ones already concluded with Europol, the ECDC and the EMA.
- In the area of monitoring new trends in the drug phenomenon, the EMCDDA made further progress on developing novel data sources, including wastewater-based epidemiology and web surveys on drugs and hospital emergencies data. The agency started a 'Futures' exercise to anticipate the developments in the EU drug situation.
- In terms of cooperation with third countries, the agency successfully completed the IPA 6 project and started a new IPA 7 project in July with a total budget of EUR 1 million and a duration of three years. On 1 January, the EMCDDA launched the EU4MD project, a new technical cooperation project for ENP partner countries that is financed by the ENI. EU4MD has a total budget of EUR 3 million and is planned to run over three years.
- The Management Board appointed 15 high-level scientists as members of the EMCDDA Scientific Committee for a three-year mandate (2020-22) through a selection procedure that followed a call for expressions of interest in the *Official Journal of the European Union*. The contribution of the EMCDDA to the third Lisbon Addictions conference as a co-organiser and active participant in the event were highly valued by the Management Board.
- The agency continued to show operational efficiency, with a high level of implementation of the 2019 work programme, and reached an outstanding performance in terms of budget execution, with 100 % of commitment appropriations executed.

In conclusion, the Management Board welcomes the *General Report of Activities 2019*, which provides an excellent overview of the agency's achievements as set out in the work programme adopted by the Board.

2

CHAPTER 2
Management

Management Board: main decisions

As usual, the Management Board met twice during the year. The first meeting took place on 27 and 28 June and the second was on 12 and 13 December.

At the June meeting, the Management Board adopted the new EMCDDA Financial Regulation, following the positive opinion of the European Commission. The Director presented the highlights of the EMCDDA's budgetary and financial performance, as well as the main achievements of the EMCDDA in 2018 based on the *General Report of Activities*. The Management Board gave a favourable assessment of the EMCDDA's final annual accounts for 2018 and congratulated the Director and his staff on the excellent budgetary execution.

On the basis of the recommendation of the Budget Committee and the Executive Committee, the Management Board adopted amending budget No 1 for the 2019 EMCDDA budget.

The Management Board adopted measures to rationalise the expenditure for statutory meetings. While continuing simultaneous interpretation at the meetings of the Management Board in three active languages (English, French and German) and in three rotating passive languages, all meetings of the Budget and Executive Committees will be held in English from December 2019. The duration of the Management Board's mid-year meeting (June) was reduced to one full day from 2020. Finally, a meeting of the Budget Committee will be held at the EMCDDA premises in autumn (October) only if urgent issues have to be discussed.

In the area of international cooperation, the Management Board mandated the Director to negotiate working arrangements with Kosovo and Serbia, as well as with any of the remaining three Western Balkan countries covered by the EMCDDA IPA project (Bosnia and Herzegovina, Montenegro and North Macedonia), should any of these countries put forward a request. The Board also approved the working arrangement between the EMCDDA and the Ministry of Health of Ukraine, and mandated the Director to sign it on a date and place to be jointly decided between the Ministry of Health of Ukraine and the EMCDDA Director. The Management Board mandated the Director to negotiate a working arrangement with Algeria.

The meeting included an exchange of views about the main trends and developments in the drug situation in Europe, based on the EDR 2019. After a presentation by the EMCDDA, the Chair invited the Netherlands and UK delegations to briefly present recent developments in the innovative area of mobile health applications.

The European Commission informed the Management Board members about its report and staff working document on the EMCDDA's external evaluation, adopted on 14 May, and on the follow-up to the report.

The Management Board welcomed the end-term monitoring report of the EMCDDA 2016-18 Strategy and work programme and congratulated the Centre for the good results achieved.

The Director updated the Management Board on the state of implementation of the recommendations issued by the IAS of the European Commission from 2015 onwards. The Management Board endorsed the EMCDDA's action plan that was created in response to the 2018 IAS audit on publications management. The Management Board adopted the EMCDDA implementing rules for the new Regulation (EU) 2018/1725 on data protection. Finally, the Board member for Luxembourg provided his colleagues with an update on the developments in the cannabis policy in Luxembourg.

At its 60th meeting on 12 and 13 December, the European Commission provided an update on the negotiations for the EU multiannual financial framework for 2021-27. As usual, at the December meeting, the Management Board adopted the EMCDDA's 2020 budget and preliminary draft budget for 2021.

The budget for 2020 gives EUR 16 288 600 as the main revenue to be provided by the EU 2020 subsidy to the EMCDDA and gives EUR 439 095 as the contribution by Norway and EUR 291 644 as the contribution by Turkey for their participation in the work of the EMCDDA.

The year 2021 will be the first year of the period to be covered by the new EU multiannual financial framework for 2021-27, the definition and adoption of which are still in progress. The preliminary draft budget for 2021 gives EUR 18 106 000 as the main revenue to be provided by the EU 2021 subsidy to the EMCDDA and gives EUR 515 668 as the contribution by Norway and EUR 324 184 as the contribution by Turkey for their participation in the work of the EMCDDA.

In line with the provisions of Article 32 of the Framework Financial Regulation applicable to EU agencies and of the EMCDDA Financial Regulation, the Management Board adopted the EMCDDA's PD for the period 2020-22, including the 2020 work programme, of which the European Commission and the EMCDDA Scientific Committee had given a favourable opinion. The Board also adopted the EMCDDA's preliminary draft PD for 2021-23, which includes the preliminary draft work programme for 2021.

The Management Board adopted the EMCDDA action plan to follow up on the recommendations of the EMCDDA's external evaluation, carried out during 2018. Actions were planned taking into account the current EMCDDA mandate.

The Management Board elected Ms Sanja Mikulič (a human resources professional) as a Budget Committee member for a second mandate, from 1 January 2020 to 31 December 2022.

The Management Board approved the working arrangement between the EMCDDA and the Office for Combating Drugs, the Ministry of Internal Affairs and the Ministry of Health of the Government of the Republic of Serbia, following the favourable opinion of the European Commission, and mandated the Director to sign the working arrangement on a date and place to be jointly decided by the parties.

The Director informed the Board members, both in June and in December, about the EU4MD project funded by the European Commission, which covers ENP partner countries and will allow ongoing, emerging and future trends in the drug market, as well as their implications for security and health, to be identified, analysed and reported on effectively. The project started on 1 January. The total estimated EU financing for this project should amount to about EUR 3 million for the whole period, and the first part of the revenue was entered into the EMCDDA draft budget for 2019 (about EUR 1 million).

The Director provided the Board with information on the state of implementation of the Reitox development framework, as well as on the measures taken to improve the implementation of the co-financing of the Reitox network of NFPs.

In a restricted session, the European Commission informed the Management Board about the procedure for the renewal of the mandate of the Director. The Management Board appointed the members of the new Scientific Committee and established a reserve list for 2020-22, according to the Rules of Procedure of the EMCDDA Management Board. The Management Board further approved the list of experts to be used for 2020-22 by the EMCDDA Director to extend, as deemed necessary, the Scientific Committee for the purposes of the risk assessment of NPS.

After the presentation of the main findings of the joint EMCDDA-Europol 2019 EDMR, the Management Board discussed the latest developments in cocaine for a better informed debate. The Chair invited some delegations to briefly share recent national developments and challenges in the production, trafficking and use of cocaine.

The Director updated the Management Board on the state of play concerning the outstanding recommendations of the IAS of the European Commission. The Management Board endorsed the IAS strategic internal audit plan for the EMCDDA for 2020-22.

Portugal presented some conclusions about the third Lisbon Addictions conference, which took place in Lisbon from 23 to 25 October and was organised by the Portuguese SICAD, the journal *Addiction* (of the Society for the Study of Addiction), the EMCDDA and the International Society of Addiction Journal Editors (ISAJE).

Turkey provided information about the EU-funded project entitled 'Strengthening the data-collection capacity of TUBIM', the Turkish Monitoring Centre for Drugs and Drugs Addiction, in which the twinning component is being implemented together with Romania.

Finally, Mr Denis Huber, Executive Secretary of the Pompidou Group of the Council of Europe, informed the Management Board members about the process of the statutory revision of the Pompidou Group.

Executive Committee: main decisions

In 2019, the Executive Committee met four times in Lisbon (5 April, 27 June, 18 October and 11 December).

On 5 April, the Executive Committee congratulated the EMCDDA on the provisional accounts for 2018 and, in particular, the high execution rate and best outturn result ever. The Executive Committee agreed on a proposal of measures to rationalise the expenditure for statutory meetings, to be submitted to the Management Board members for adoption in June.

At its meetings of 5 April and 27 June, the Executive Committee reviewed the items of the draft agenda of the Management Board meeting of 27 and 28 June. The European Commission suggested in April that a thematic discussion could take place on the main trends in the drug situation, based on the findings of the EDR 2019, at the Management Board meeting in June.

At its meeting of 27 June, the Executive Committee adopted, on behalf of the Management Board, general provisions for giving effect to the Staff Regulations on the employment of contract staff. The Executive Committee welcomed the decision of the Director to put in place measures to ensure the most efficient use of the appropriations earmarked for the EMCDDA co-financing of NFPs and proposed some modifications to the document, to be submitted to the Management Board members for information in December.

On 18 October, the Executive Committee prepared for the Management Board meeting of 12 and 13 December. The Chair of the Budget Committee provided feedback on the informal Budget Committee meeting, which took place in Brussels on 11 October. It was decided that the Chair of the Management Board and the Chair of the Budget Committee would write a letter to the Management Board members to ask for their support to secure adequate funding for the agency for 2020 and over the next years (multiannual financial framework for 2021-27), by contacting their national authorities. The letter would be accompanied by an annex with key figures on the budgetary situation.

In its meeting of 11 December, the Executive Committee passed the items of the draft agenda of the Management Board meeting of 12 and 13 December.

The Executive Committee assessed the recommendation from the pre-selection panel for nominations to the Scientific Committee and the reserve list and agreed to submit these to the Management Board. The Executive Committee also validated the list of candidates who were considered suitable for inclusion in the list of experts to be used by the EMCDDA Director to extend the Scientific Committee for the purposes of the risk assessment of NPS and agreed to submit it to the Management Board.

The Executive Committee adopted, on behalf of the Management Board, general provisions for giving effect to the Staff Regulations on the non-application of the European Commission decision on (1) the maximum duration for the recourse to non-permanent staff in the European Commission services (opt-out), (2) implementing rules laying down guidelines on whistleblowing and (3) implementing rules for dealing with professional incompetence (only for officials).

At the beginning of each meeting of the Executive Committee, the Chair of the Budget Committee reported on the conclusions of the meetings held prior to the Executive Committee meetings and on the recommendations made by the Budget Committee.

Budgetary and financial management

Information in the report on budgetary and financial management (Article 93 of the Framework Financial Regulation)

Information on budgetary and financial management is covered by the report included in the EMCDDA's *Annual accounts 2019*.

In terms of procurement execution, the procurement plan was put in place, in line with the EMCDDA 2019 management plan, and successfully executed in close collaboration with all units.

The negotiated procedures launched during the course of the year are outlined in Tables 3 and 4.

TABLE 3. **EMCDDA negotiated procedures in 2019**

Tendering	2019 figures	Number of direct contracts	Number of framework contracts
Negotiated procedures — see Annex I, 11.1(a), of 'Financial regulation applicable to the general budget of the Union' (exceptional procedures)	1	1	0
Negotiated procedure — single tender (*)	85	85	0
Negotiated procedure — at least three candidates	5	5	0
Negotiated procedure — at least five candidates	2	1	1
Open procedures	1	0	1
European Commission frameworks joined	8	0	8

(*) Including appointment letters and very low-value contracts.

TABLE 4. **EMCDDA negotiated procedures' values in 2019**

	Works		Supplies		Services		Total for 2019			
	Number of contracts	Volume of contracts (EUR)	Number of contracts	Volume of contracts (EUR)	Number of contracts	Volume of contracts (EUR)	Number of contracts	%	Volume of contracts (EUR)	%
EUR > 1 000 and ≤ 15 000	7	11 159	3	9 391	75	339 823	85	92 %	360 373	60 %
EUR > 15 000 and ≤ 60 000	0	0	0	0	5	163 398	5	5 %	163 398	27 %
EUR > 60 000 and ≤ 144 000	0	0	0	0	2	132 000	2	2 %	132 000	13 %
Total	**7**	**11 159**	**3**	**9 391**	**82**	**635 221**	**92**	**100 %**	**655 771**	**100 %**

Summary of budgetary operations, revenue and expenditure

The information about the appropriations transferred in 2019 can be found in the report on budgetary and financial management, as included in the EMCDDA's *Annual accounts 2019*. The EMCDDA Management Board approved two amending budgets in 2019, which were duly published.

The results achieved under the main financial/performance indicators for 2019 are 100.00 % execution of commitment appropriations, 98.28 % implementation of payment appropriations, and 96.48 % execution of appropriations carried forward from 2018 and 0.08 % for cancelled/unused payment appropriations.

Information on grants, contribution and service level agreements

Pursuant to the decision taken by the relevant EU authorities, in 2019 the EMCDDA concluded two grant agreements with the European Commission for the following purpose:

- The execution of the 'EU4Monitoring Drugs project'. This is a project for technical assistance aimed at enhancing the capacity of ENP countries (extending to include on an ad hoc basis the 'neighbours of the neighbours') to monitor drug markets and contribute to improving national and regional responses to security and health-related threats posed by contemporary drug markets and related issues. This includes, via the improved monitoring of drug markets, the identification of new threats, the co-production of practical recommendations to respond better to existing and emerging drug problems, and a wider dissemination of findings to support policies, practice and a more informed debate on drug problems in the countries concerned. The project concerns the following beneficiary countries: Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco Palestine, Tunisia (for the Southern Neighbourhood Partnership) and Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine (for the Eastern Neighbourhood Partnership). The execution of the project started on 1 January 2019 and will cover a period of 36 months/3 years (that may be extended for one additional year). The appropriations allocated from the EU budget for the execution of the whole project

amount to in total EUR 3 000 000 (to be earmarked as assigned appropriations in the EMCDDA budget). They will be provided to the EMCDDA by annual instalments, in accordance with the agreement concluded between the EMCDDA and the Commission for this purpose. The first instalment (concerning 2019) amounted to EUR 1 197 414 and was entered into the EMCDDA 2019 budget as assigned appropriations.

- The execution of a further project for technical assistance to the beneficiary countries of the EU IPA (IPA II). This project ('EMCDDA-IPA 7 project') aims at further integrating the IPA beneficiaries (Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia and Serbia) into the activities of the EMCDDA and the Reitox network. The execution of the project started on 1 July 2019 and will cover a period of 36 months. A total of EUR 1 000 000 was allocated from the EU budget for the execution of the whole project and was entered into the EMCDDA 2019 budget as assigned appropriations.

Concerning service level agreements (SLAs) concluded by the EMCDDA, the following SLAs were in force in 2019:

- SLA between the EMCDDA and the European Commission (DG for Human Resources and Security) for the provision of services (upon agreed compensation whose amount depends on the actual services provided) relating to staff's training, health, safety and security;
- SLA between the EMCDDA and the European Commission (Paymaster Office) for the provision of services (upon agreed compensation whose amount depends on the actual services provided) relating to the management of staff's pecuniary rights;
- SLA between the EMCDDA and the European Commission (DG for Budget) for the provision of services (upon agreed compensation whose amount depends on the actual services provided) relating to the use of the electronic management and accounting system (ABAC) system;
- SLA between the EMCDDA and the European Commission (DG for Informatics) for the provision of services (upon agreed compensation whose amount depends on the actual services provided) relating to the hosting of the ABAC, ICT procurements, e-procurement (e-Prior services) and secure connectivity/access to Commission-hosted applications (RACHEL);
- SLA between the EMCDDA and the European Commission (DG for Informatics) for the provision of services by the EU Computer Response Team — CERT-EU — relating to ICT security (computer emergency response);
- SLA between the EMCDDA and EMSA relating to the shared management of the premises of their headquarters and the sharing of the associated services and costs;
- SLA between the EMCDDA and EMSA relating to synergies for the sharing of ICT services and equipment.

Human resources management

Human resources developments

The work to align the EMCDDA's human resources processes and policies with the reform of the EU Staff Regulations continued in 2019. This included, in particular, the adoption of implementing rules on procedures for dealing with professional incompetence (which only apply to EMCDDA officials) (Decision C(2019) 6855), on the non-application at the EMCDDA of the European Commission Decision on the maximum duration for the recourse to non-permanent staff in the Commission services (DEC/MB/19/14), on guidelines on whistleblowing (DEC/MB/19/15) and on general provisions for implementing Article 79(2) of the Conditions of Employment of Other Servants of the European Union, governing the conditions of employment of contract staff employed under the terms of Article 3a thereof (DEC/MB/19/02).

As in previous years, the EMCDDA played an active role in discussions held by several inter-agency working groups in this area.

As regards the EMCDDA 2019 establishment plan, the total number of posts was equal to that in the EMCDDA establishment plan for 2018 (i.e. 76 posts), pursuant to the relevant decision of the EU budget authority.

Brief description of the results of the screening/ benchmarking exercise

The results of the EMCDDA 2019 staff screening exercise reflect the EMCDDA's efforts to ensure the effective and efficient allocation and use of its resources. The results show that 71.07 % of the EMCDDA's human resources capacity was devoted to operational activities in 2019 and only 19.11 % was allocated to administrative support and coordination; the remaining 9.82 % was assigned to operations considered neutral (see Annex 2).

Assessment by management

The EMCDDA has set its internal procedures for budget execution and internal control, while defining and implementing a partially decentralised management model, in accordance with the EMCDDA Financial Regulation, which integrally transposes the text of European Commission Delegated Regulation (EU) No 2019/715 on the Framework Financial Regulation for EU agencies.

As a consequence, both the operational and the financial decisions required for the implementation of the EMCDDA's PD and budget have been delegated to the heads of unit. The administration unit provides support to managers for budgetary and financial management execution and implementation of financial transactions, as well as for internal budget planning, monitoring and reporting.

These procedures have been codified and all of the EMCDDA's deputy authorising officers have received specific training and information on their roles, duties and liabilities, in accordance with the provisions of Financial and Staff Regulations.

The key actors in and steps of the EMCDDA procedures for budget execution can be summarised as follows (see also Tables 5 and 6):

- Project manager: initiates and provides operational input for the administrative and financial operations related to project implementation (e.g. technical specifications for procurement procedures, cost estimates and 'certified correct' for payments).
- Budget and financial management team: undertakes budget planning and monitoring, checking for consistency with the PD and budget allocations. Financial and contractual support officers provide assistance in the preparation of administrative and contract documents with the input of the project manager involved.
- Financial management: initiating officers carry out operations using the EMCDDA's ABAC, prior to decisions of the authorising officer.
- Executive office unit: the verifying officer carries out *ex ante* financial checks.
- Head of unit or Scientific Director: gives authorisation for budgetary and legal operations and acts as deputy authorising officer by delegation (by the Director as the EMCDDA authorising officer) for the execution of the tasks/activities of his/her unit, within the limits of the adopted EMCDDA annual work programme and budget.
- Accounting officer: executes and records payments and recovery orders.

The procedures presented above are consistent with the EMCDDA's project-based working methods, which aim to integrate activity and resource management, in accordance with activity-based management/activity-based budgeting principles. In this context, the EMCDDA established procedures for planning, monitoring and reporting, with a clear indication of the actors involved, their roles and their responsibilities.

After the adoption of the new 'Operating framework for the Reitox system' in January 2003, a new grant agreement model was introduced for the annual co-financing of activities by the Reitox NFPs. This agreement requires that an external audit is carried out each year by an independent body or expert, in order to certify that any financial documents submitted to the EMCDDA comply with the financial provisions of the agreement, that the costs declared are the actual costs and that all receipts have been declared.

TABLE 5. **Key features of the EMCDDA's partially decentralised management mode**

Level of operations (and actors)	Role/operations
Decentralised level (operational and technical units)	Operational initiative/input and operational and financial decisions by delegation in order to implement the work programme and budget
Central level (executive office unit and administration unit)	Coordination and management of executive planning, monitoring, reporting and assessment of the implementation of the work programme and budget. Administrative and financial support, management and control of implementation

TABLE 6. **Key actors involved in the implementation of the EMCDDA's partially decentralised management model**

Level of operations	Actors	Role/operations
Decentralised level (operational and technical units)	Project manager and head of the unit concerned	Initiates and provides operational input to the operations required to implement projects
Central level (administration unit)	Budget planning and monitoring team	Checks the consistency of operations with the adopted work programme and budget. Budgetary appropriations to be committed are set aside
	Human resources management team	Defines rights and checks compliance with Staff Regulations for staff-related management and expenditure
	Financial management team	Prepares the required administrative and legal supporting documents and controls compliance with applicable regulations, and processes the required financial operations
Central level (executive office unit)	Verifying officer	*Ex ante* verification
Decentralised level (operational and technical units)	Head of unit/deputy authorising officer	Authorises budgetary and legal commitments and payments
Central level (administration unit)	Accounting officer	Executes and records payments and recovery orders

The EMCDDA's activities and operations are scrutinised by several processes and actors:

- external audits by the European Court of Auditors (twice a year);
- external audits for specific projects (IPA-funded projects, etc.);
- discharges by the European Parliament (once a year);
- internal audits by the IAS of the European Commission (once a year);
- opinions of the European Commission's services on the agency's PD (once a year);
- external periodical evaluations (set as every six years in the EMCDDA Founding Regulation);
- agreements by the European Commission on implementing rules for Staff Regulations (one agreement for each rule);
- consent by the European Commission on the possible deviation of the EMCDDA Financial Regulation from the European Commission's Framework Financial Regulation for decentralised agencies;
- the European Data Protection Supervisor for compliance with Regulation 45/2001 (by prior notification and upon complaint);
- the European Anti-Fraud Office (upon complaint);
- the Ombudsman (upon complaint);
- the European Court of Justice (upon complaint).

Ex ante controls of financial transactions were applied exhaustively throughout 2019 to verify their compliance with the EMCDDA Financial Regulation and the corresponding implementing rules. These controls were carried out swiftly to ensure that payment deadlines were met, legal commitments were concluded in a timely manner and income was recovered promptly, without prejudice to the application of corrections, if required.

Financial workflows were properly defined and a sound system of authorisation of access to the ABAC was put in place. The manual of procedures was applied and updated, as required.

Assessment of audit results during 2019 and the follow-up of audit plans, audits and recommendations

In 2019, following up on observations and recommendations expressed by the European Court of Auditors, the EU Budget Authority and the IAS, the EMCDDA implemented measures to further improve its management and internal control systems, as outlined below.

Internal Audit Service

The implementation of the two recommendations arising from the 2015 IAS audit on ICT project management, and still outstanding at the end of 2018, was accomplished by mid-2019. These recommendations — relating to the definition and adoption of a requirements management process and to the definition and adoption of a systems development methodology — were therefore submitted to the IAS for review in early July 2019. The internal auditor has subsequently asked for additional evidence of implementation for these two recommendations, which was promptly made available. As of the end of 2019, such recommendations had not yet been formally closed by the IAS.

Concerning the 2017 IAS audit on the management of data collection, validation and quality assurance in the EMCDDA, the two recommendations issued were sent to the IAS for review. These concerned (1) the performance of a comprehensive business needs analysis aimed at identifying current and emerging needs and related ICT functionalities to support data collection, validation and quality assurance processes and (2) the review and improvement of the EMCDDA data quality management framework. The first of these recommendations — rated as 'very important' — was formally closed by the IAS in early 2020. As regards the second recommendation — rated as 'important' — the IAS requested evidence regarding certain structural elements to be included in the EMCDDA data quality management framework. This particular recommendation will therefore remain open until such elements are provided to the internal auditor.

Following its audit on publications management in the EMCDDA, the IAS issued its final report on 29 March, which contained three recommendations, rated by the internal auditor as 'important'. These three recommendations are summarised below:

Recommendation No 1: The EMCDDA should develop and adopt a framework for a systematic collection and assessment of stakeholders' feedback concerning its publications. The framework should define (1) the methods and tools to be applied, (2) the decision-making process when assessing feedback and how lessons learnt are to be incorporated into the EMCDDA publications and (3) the audit trail of the underlying controls.

Recommendation No 2: The EMCDDA should (1) establish comprehensive rules on the assessment of product feasibility and of decision-making arrangements for 'ad hoc' publications, (2) instruct staff on publication planning processes apart from the publication project planning form and (3) provide in the annual management plans more detailed information concerning the relevance, volume and workload of scientific articles produced by staff.

Recommendation No 3: The EMCDDA should (1) where cost-effective, adapt the main workflows, managed by both the scientific and the communication units, to the specific needs of different types of publications, and (2) incorporate those workflows into the *Guide to producing EMCDDA scientific publications* (and formally adopt this guide).

The action plan aimed at dealing with these IAS recommendations was prepared in a timely manner, submitted to the IAS and subsequently endorsed by the EMCDDA Management Board in its June 2019 meeting.

In late October 2018, the IAS conducted a fact-finding mission on potential internal control weaknesses in the agency, an initiative triggered by some issues related to human resources management that were reported to the IAS by the European Anti-Fraud Office (OLAF). The results of that mission, first delivered at the end of 2018, did not lead to any findings that would even remotely relate to fraud. A number of issues and recommendations have, nevertheless, been raised by the IAS; a summary of these is provided below:

- With a view to promoting transparency and enhancing controls in recruitment procedures, the EMCDDA should consider revising its current guidelines, in order to provide further clarification on the meaning of potential conflicts of interest.
- Internal controls in the area of staff selection/recruitment, aimed at ensuring full alignment with applicable rules, should be reinforced. Moreover, the ICT application used in calculating the eligibility of minimum work experience requirements should be updated.
- With a view to mitigating risks of non-compliance with the regulations in force, the EMCDDA should request technical advice from the European Commission on how to revise the method for the calculation and allocation of 'priority points' in the framework of promotion/reclassification procedures.

The issues and recommendations mentioned above were confirmed by the final letter of the IAS of late January 2019. The EMCDDA promptly declared its willingness to endorse these IAS recommendations.

The IAS conducted, in May 2019, a comprehensive risk assessment at the EMCDDA, which led to its 2020-22 strategic internal audit plan. Two prospective topics — on human resources management and on strategic planning and programming — were identified for this three-year period; in addition, a reserve audit topic on international cooperation was scheduled in the strategic plan. This strategic internal audit plan was approved by the EMCDDA Director and was subsequently endorsed by the agency's Management Board in its meeting of December 2019.

European Court of Auditors

The EMCDDA followed up on the recommendations expressed by the European Court of Auditors in its 2018 annual report (*Annual report on EU agencies for the financial year 2018*), as outlined as follows:

(3.25.8.) The contracts for the engagement of interim workers have been concluded and implemented in accordance with the applicable EU and Portuguese legislations, the latter transposing in Portugal the provisions of Directive 2008/104/EC. In this context, the interim workers concerned have been assigned tasks that entail a level of responsibility, duties and obligations that are lower than the ones required by and/or applying to the members of the EMCDDA's statutory staff. In particular, these workers are not bound to and/or are excluded from the responsibilities and obligations that apply to the EMCDDA's statutory staff, pursuant to the applicable EU Staff and Financial Regulations. The remuneration of these interim workers, as stated in the contracts concluded for their engagement, reflects this situation. In the EMCDDA's view, this is in line with the principle of equal treatment set by Directive 2008/104/EC, which applies to persons doing 'the same job'. In this context the actual net remuneration of the interim workers concerned corresponds to about 87 % of the referred lowest basic salary of EMCDDA staff and to 147 % of the minimum national salary, according to the Portuguese legislation. The contract between the EMCDDA and the temporary work agency explicitly refers to the obligation of the latter to comply with all aspects of the applicable legislation (the Portuguese legislation that transposes Directive 2008/104/EC). In this context, the temporary work agency is the entity legally responsible for this compliance and exposed to the risk of litigation concerning the execution of the contracts concluded with the interim workers for their assignment to the EMCDDA.

Without prejudice to the above and to the residual use of interim workers, the EMCDDA has assessed and clarified the tasks that may be carried out on a temporary basis by means of the services of these workers, in order to further ensure the consistency of these tasks with the corresponding remuneration levels and minimise and prevent any risk relating to the compliance with the relevant legal framework. This does not put into question the fact that the agency contracted to provide services for temporary work is, and will remain, the main entity responsible for this compliance

(3.25.9.) No linear correlation exists between the 2007-18 increase of the EU subsidy and of Norway's contribution. Indeed, the increase of the latter stems exclusively from the application of the formula defined in the relevant Agreement, whilst the increase of the former has been determined by the annual decision of the EU's budget authority. The aforementioned Agreement defines, in broader terms, a different formula/method for the adjustment of the minimum contribution to be made by Norway. The application of this formula/method requires some interpretation, for which the EMCDDA does not have the required legal capacity, as it is not a signing Party of the Agreement.

The EMCDDA has addressed the Parties concerned to clarify and confirm the method to be used for this adjustment.

(3.25.10.) The EMCDDA duly invited the number of tenderers required by the applicable financial rules to ensure the necessary competition, in accordance with the low value of the contracts at stake. The decision of the invited tenderers to participate or not, was exclusively determined by their free choice, which may have been motivated by different legitimate reasons, including the lack of attractiveness/interest of the contract due to its reduced scope and low value.

The EMCDDA has pursued its ongoing efforts to facilitate, as much as possible, the participation to its procurements for low-value contracts, without prejudice to the principles of proportionality and equal treatment of all potential tenderers.

Follow-up on observations from the discharge authority

Measures taken in light of the observations and comments that accompanied the decision on discharge for 2017

Observation No 8 of the European Parliament discharge decision

Welcomes the suggestion of the Court to publish vacancy notices also on the website of the European Personnel Selection Office (EPSO) in order to increase publicity; notes that, according to the Centre's reply, it is committed to assessing the cost-benefit of this action and, in addition, plans to publish all future vacancies in the inter-agency job board developed by the EU Agencies Network.

Measures taken by the EMCDDA

The EMCDDA has duly taken the necessary follow-up measures. In particular, it has carried out the above-mentioned assessment. On this basis, and pursuant to EPSO's decision to simplify the conditions required for the publication at stake (and therefore substantially reduce the relevant costs), the EMCDDA has decided to systematically publish its future vacancy/selection notices on EPSO's website, in addition to publishing them on the EMCDDA website and on the inter-agency job board developed by the EU Agencies Network.

Observation No 10 of the European Parliament discharge decision

Notes that, according to the Court's report, by the end of 2017, the Centre was not yet using any of the tools launched by the Commission aimed at introducing a single solution for the electronic exchange of information with third parties participating in public procurement procedures (e-procurement); notes that, according to the Centre's reply, the Centre has set up the tools required for 'e-invoicing' and has planned the preparatory operations required to be able to use 'e-tendering' and 'e-submission' from October 2018 as required by the relevant legal framework; calls on the Centre to report to the discharge authority on the progress made.

Measures taken by the EMCDDA

The EMCDDA has duly taken the necessary follow-up measures, via the entering into operation/use of the 'e-tendering' and 'e-submission' modules from October 2018, as required by the EU legal framework governing 'e-procurement' and the timetable for its roll-out. This completed the measures already taken to set up and use the ICT tool for 'e-invoicing'.

Observation No 11 of the European Parliament discharge decision

Notes that, according to the Court's report, there is a need to strengthen the accounting officer's independence by making him directly responsible to the Centre's Director and Management Board; notes that, according to the Centre's reply, in its view the current organisational setting has not affected the independence of the accounting officers; notes, furthermore, that the Centre is, however, ready to follow up on the recommendation of the Court.

Measures taken by the EMCDDA

The EMCDDA has duly taken the necessary follow-up measures, by establishing that the EMCDDA accounting officers directly report, in administrative terms, to the EMCDDA Director, who becomes their direct hierarchical superior and reporting officer, without prejudice to their functional independence, reporting and accountability to the EMCDDA Management Board, in accordance with the applicable financial rules.

Observation No 12 of the European Parliament discharge decision

Notes that the Commission's IAS outlined the importance of undertaking an analysis of the needs of data-collection, validation and quality assurance processes and to review its data quality management framework and its alignment with the Centre's Strategy 2025; observes that the Centre adopted an action plan to address these recommendations in December 2017; calls on the Centre to report to the discharge authority on the developments made in this regard.

Measures taken by the EMCDDA

All substantial measures envisaged in the action plan regarding the two recommendations emerging from the 2017 IAS audit on the management of data collection, validation and quality assurance in the EMCDDA have been implemented, and communicated to the IAS for formal closure.

Observation No 13 of the European Parliament discharge decision

Notes with regret that one of the recommendations, graded as 'important', included in the 2013 IAS audit on budget and monitoring is still not fully implemented; notes with concern that, according to the Court's report, several recommendations included in the 2015 IAS audit on ICT project management are

only partly implemented and still ongoing; calls on the Centre to report to the discharge authority on the implementation of these recommendations.

Measures taken by the EMCDDA

The last recommendation from the IAS's 2013 audit on budget and monitoring was fully implemented in 2018 and this was communicated to the IAS for formal closure (this recommendation concerned the need for continuous, coherent and reliable information on the achievement of planned results at the EMCDDA, with a view to rendering the activity-based budgeting system fully effective as a management tool).

All recommendations from the IAS's 2015 audit on ICT project management in the EMCDDA have been implemented and this was communicated to the IAS for formal closure. Five of these recommendations have already been formally closed (recommendations concerning the sound alignment between business needs and the ICT long-term strategy and tools, the adoption of an ICT project methodology and the automation of project management processes) and two are in the process of formal closure (recommendations concerning the definition and adoption of a requirements management process and of a systems development methodology).

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CHAPTER 3
External evaluations

Further to the fourth external evaluation of the EMCDDA, which was carried out by the European Commission in 2018, the European Commission published a report on 14 May, positively evaluating the work of the agency. The report confirms that, over the period 2013-18, the agency continued to be widely recognised as **a true hub of scientific excellence in Europe** and internationally, providing factual, objective, reliable and comparable data at the European level on drugs, drug addiction and their consequences.

The **evaluation report** and an accompanying **staff working document** providing more detailed information are available online.

Subsequently, a follow-up action plan was adopted by the EMCDDA Management Board in December. The document was drafted by the EMCDDA in a period of budgetary uncertainty and the actions envisaged may be overambitious should the appropriate resources not be made available to the agency. Furthermore, actions were planned taking into account the current EMCDDA mandate.

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CHAPTER 4

Risk management, compliance with and effectiveness of the internal control standards

As in previous years, a comprehensive risk identification and assessment exercise aimed at improving risk management at the EMCDDA was carried out in 2019. The central risk register was regularly updated. This register identifies, for each area, the estimated risk level, impact and response, the mitigating measures currently in place and the list of programmes, projects and actions that will contribute to the reduction of the outstanding residual risk levels. As mentioned in Chapter 2, 'Assessment of audit results', risk assessment was carried out continuously at the EMCDDA throughout the year, while a comprehensive analysis was performed by the managers in the context of the preparation of the PDs.

A comprehensive document that reviews and sets out the progress made in the implementation of the EMCDDA's internal control standards was drawn up in early 2013. This document has been regularly updated since then, up to (and including) 2019.

Following a Management Board decision taken in December 2017, a new Internal Control Framework (ICF) applicable to the EMCDDA was adopted. This new ICF is fully consistent with the European Commission standards, internal control principles and relevant guidelines. A document with a full repository of the state of play of implementation of the 17 ICF principles was drafted throughout 2018 and it was near completion in December 2018. (The final steps required an analysis of a number of important pieces of information, such as the preliminary results of the IAS fact-finding mission on internal control weaknesses, the conclusions emerging from the external evaluation and the results obtained under the survey of EMCDDA staff engagement; all of these arrived in either late November or mid-December 2018.) The year 2018 was therefore a transition year as regards the monitoring of the agency's compliance with internal control standards and principles. The first version of the repository on the new ICF was approved by the EMCDDA Director in late March 2019; this document will be updated where necessary.

The EMCDDA's business continuity plan had already reached maturity in 2018, after completing the set-up of the back-up facilities in Madrid for the purposes of disaster recovery. For this reason, the residual risks relating to business continuity have been considered low since 2018.

Progress has also been made regarding the implementation of measures aimed at improving project management in the EMCDDA, particularly in the ICT sector. As a result, the two remaining recommendations issued by the IAS 2015 audit report on ICT project management (which had still not been implemented by the end of 2018) reached the final phase of implementation by mid-2019 and therefore were sent to the IAS for review.

In addition, clear progress was made on mitigating certain governance and technical ICT-related risks, which led to their removal from the EMCDDA central risk register.

The monitoring of performance, supported by KPIs, was further consolidated throughout 2019, building on the achievements of previous years. This was the fifth year in which KPIs were in place for all of the main areas of work in the annual work programme; the agency has continued developing the necessary data-collection and reporting mechanisms, has piloted some new measurement tools, has refined working definitions and has developed an internal monitoring and evaluation plan.

The performance model has continued evolving to reflect the current strategic direction and organisational needs set out in the EMCDDA Strategy 2025, as well as developments concerning the performance models implemented by other EU agencies.

As a result, the agency's performance model has been changing, from a model that used to include a high number of KPIs (i.e. 50 KPIs in 2018) to a model with a limited number

of composite KPIs (i.e. 10 KPIs), that is, KPIs built on and measured by sets of underlying lower level performance indicators. This new performance model was first presented in the EMCDDA PD 2019-21.

Moreover, the agency has been consistently working on the development of an ICT tool to integrate the planning and monitoring of activities (MATRIX). The customisation of MATRIX started in 2018. The results of the initial piloting phase led management to make a positive decision on the adoption of MATRIX as a corporate management information system for operational planning, monitoring and reporting of activities. Following the adoption of a business implementation plan, the roll-out of MATRIX has been initiated and the implementation of a substantive training programme for all staff started at the end of 2019.

Internal EMCDDA coordination mechanisms (e.g. the heads of unit meetings, editorial board meetings, product coordinating meetings, ICT steering committee meetings and scientific coordination meetings) further contributed to strengthening risk management processes, by enhancing the capacity of managers and other key staff to closely monitor all major issues related to the timely and effective implementation of planned activities, the delivery of outputs and the achievement of results.

The following factors are worth mentioning as regards the materialisation of risks to the performance of the EMCDDA's activities and consequently to the agency's capability to reach its core objectives.

The nominal value of the EU subsidy to the EMCDDA for 2019 was EUR 263 400 lower than for 2013. This decrease represented a high-level risk to the agency, in view of the serious erosion of its value in real terms, as well as of the increased financial needs of the agency. The increase, again in 2019, of the weighting factor applicable to staff remunerations and the looming end (in 2020) of building rental discounts will probably render this risk even more serious.

Risks related to the implementation of operational activities materialised once again in 2019. This concerns, in particular, the lack of proper funding for certain Reitox NFPs, which has been apparent since 2014, with a peak in 2016 and 2017. In particular, funding cuts made by national authorities to some NFPs' budgets in the last quarter of 2016 (cuts that were maintained in 2017) may imply future reductions in co-funding provided by the EMCDDA. This situation improved somewhat in 2018, as certain Member States maintained or increased their financial contributions to their NFPs. Nevertheless, the current situation could trigger further negative consequences for the capabilities of the NFPs with regard to complying with their reporting obligations. In addition, these difficulties have been compounded by lingering budget constraints faced by the EMCDDA itself, which have led to decreases in the amounts it grants to NFPs.

Therefore, rationalisation of the NFP reporting package needed to be carried out in past years and has been maintained in 2019; this has involved, notably, regular reviews of the availability of core data needs, on the basis of properly defined priorities; providing feedback to the NFPs on their performance in respect of the availability of core data and their reporting obligations towards the EMCDDA; and enhancement of coordination and performance monitoring.

Furthermore, reductions in the reporting capacities of Member States have been evident since 2015. The initial consequence of this is that the timeliness and comprehensiveness of Member States' reporting on new threats and drug developments have been affected; moreover, some comparative data became unavailable, which curtailed the possibility of carrying out useful analyses at the European level. Following materialisation of this risk, it became clear that closer monitoring of Member States and the provision of more feedback to the Member States on their reporting performance was envisaged and is currently ongoing. In addition, an assessment of the implementation of the key epidemiological indicators in the Members States takes place every three years and the NFPs are provided with the necessary feedback. Additionally, the evaluation of the reporting capacity of Member States could be included in forthcoming systemic reviews. Furthermore, the Certification of the Reitox national focal point project, includes the use of a comprehensive tool that allows the NFPs to assess the implementation of their core tasks, which comprises quality control measures at national level (for details, see 'Main area Business drivers: partnership'). Finally, but equally as important, closer attention ought to be paid to reporting biases and statistical approaches; these measures should allow corrective action to be taken by those Member States chiefly affected.

Implementation of the EMCDDA Anti-fraud Strategy

In 2011, the European Commission adopted its new Anti-fraud Strategy aimed at improving the prevention, the detection and the conditions for investigations of fraud and the achievement of adequate reparation and deterrence. The action plan accompanying this document tasked OLAF with the provision of a methodology and guidance to help EU decentralised agencies develop their own anti-fraud strategies (or update an existing one) by taking into account the principle of 'zero tolerance' for fraud and the specific context of agencies, which are usually small entities.

In July 2012, the European Parliament, the Council and the European Commission agreed on a Joint Statement which included a Common Approach presenting 66 conclusions/statements that reflected a common and legally non-binding approach concerning a series of issues relating to EU decentralised agencies. Conclusion/statement no 66 recommended EU agencies to be more active and to better communicate in relation to fraud prevention.

With regard to the above, OLAF has drawn up the required methodology and guidance for EU agencies and has organised workshops to support the latter for the conception and implementation of their anti-fraud strategies. Some EMCDDA staff members were able to attend one of these workshops in June 2015.

As indicated by OLAF itself, the use of the methodology defined is not compulsory but it should allow each agency to draw up a tailored anti-fraud strategy adapted to its specific context and risk profile and proportionate to the latter, having due regard to the cost and benefit of the measures to be implemented.

The approved EMCDDA Anti-fraud Strategy reflects OLAF's methodology and guidance. It completes and develops the measures already taken by the EMCDDA on this matter, in particular the rules on internal investigations by OLAF, the initiatives for awareness-raising on staff ethics, the rules on gifts and hospitality offered by third parties, and the guidelines on serious wrongdoing and whistleblowing.

In this context, the EMCDDA strategy takes into account the priorities set by the European Commission within the framework of the Common Approach on EU decentralised agencies, especially the proper handling of conflicts of interest and the development of anti-fraud activities through prevention, detection, awareness-raising and closer cooperation with OLAF.

The EMCDDA Anti-fraud Strategy was adopted by Management Board decision on 23 June 2016 (DEC/MB/16/09) and has been fully implemented. The current Head of the Executive office was appointed as the EMCDDA OLAF coordinator by Director's Decision on 24 August 2016.

5

CHAPTER 5
Management assurance

Declaration of assurance by the Authorising Officer

I, the undersigned, Director of the European Monitoring Centre for Drugs and Drug Addiction in my capacity as Authorising Officer:

- declare that the information contained in this report gives a true and fair view ([6]);
- state that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions;
- state that this reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, the observations of the Internal Audit Service, the implementation of recommendations issued under *ex post* assessments and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration;
- confirm that I am not aware of anything not reported here that could harm the interests of the institution.

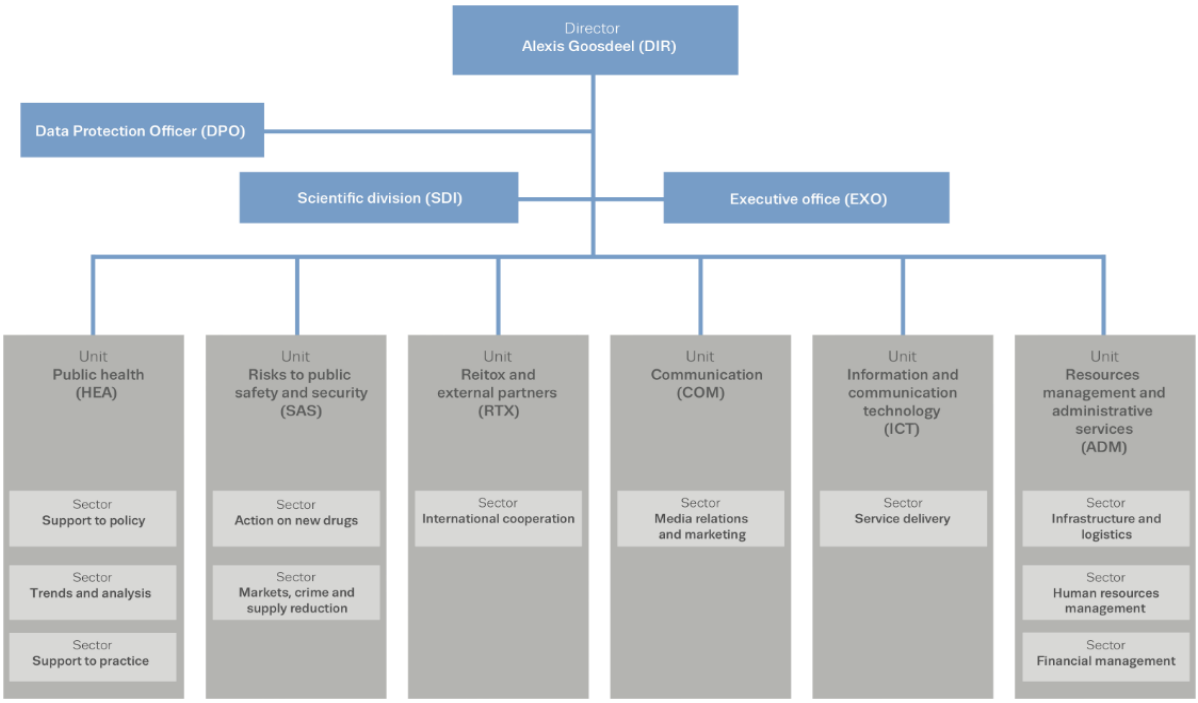
Done in Lisbon on 13 May 2020

Alexis Goosdeel
Director

(6) 'True and fair' in this context means a reliable, complete and correct view on the state of affairs in the service.

Annexes

Annex 1
Organisational chart



Annex 2
Staff details

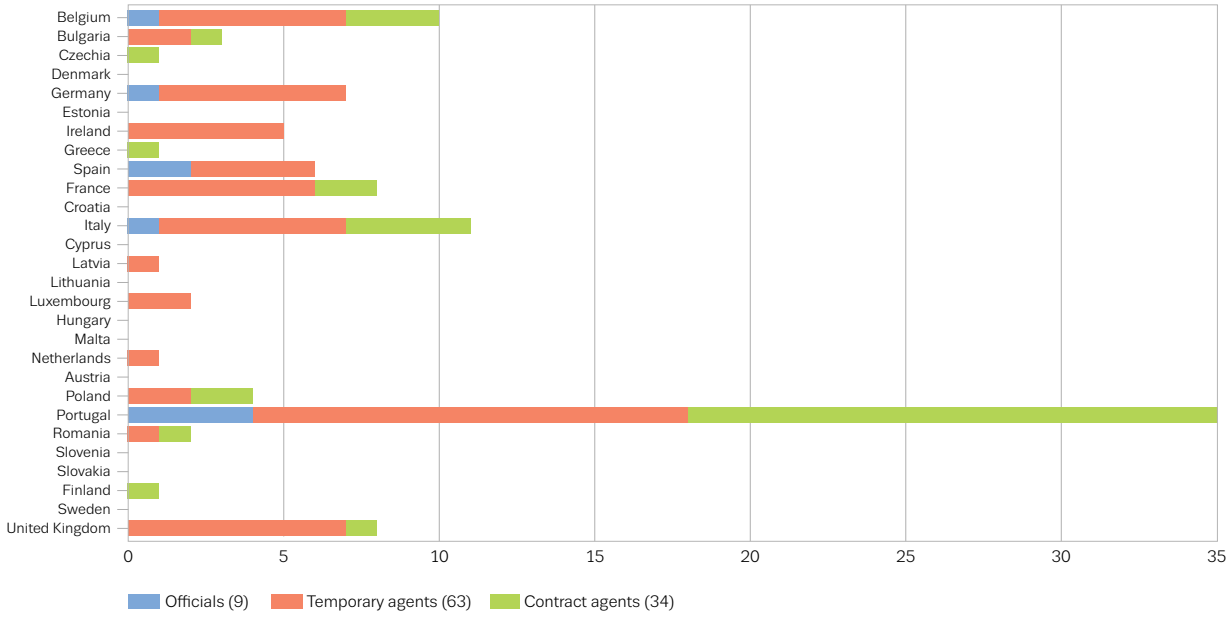
Breakdown of EMCDDA staff as of 31 December 2019

Categories/grade		Officials	Gender		Temporary agent	Gender	
			Male	Female		Male	Female
Administrators	15						
	14				1	1	
	13	1	1		3	2	1
	12	3	3		5	4	1
	11				7	3	4
	10	1	1		3	1	2
	9	1	1		8	3	5
	8				9	2	7
	7				4	2	2
	6				2	2	
	5						
Subtotal of administrators		**6**	**6**	**0**	**42**	**20**	**22**
Assistants	11				1		1
	10						
	9				3	2	1
	8	1		1	2	2	
	7				3	1	2
	6	1		1	8	4	4
	5				3	1	2
	4				1	1	
	3	1		1			
	2						
	1						
Subtotal of assistants		**3**	**0**	**3**	**21**	**11**	**10**
TOTAL		**9**	**6**	**3**	**63**	**31**	**32**

EMCDDA staff	Function group		Gender	
			Male	Female
Contract agents	IV	8	3	5
	III	8	3	5
	II	15	1	14
	I	3	3	
TOTAL of contract agents		**34**	**10**	**24**

Total EMCDDA staff	Gender	
	Male	Female
106	47	59
Percentage	44 %	56 %
Seconded national expert	1	

Staff by nationality



Number of days of leave authorised under the flexitime and compensatory leave schemes

Function group and grade	Number of days	Function group and grade	Number of days
AD5	12	AST9	0
AD6	0	AST10	0
AD7	37.5	AST11	0
AD8	44.5	GFI1	0
AD9	47.5	GFI2	0
AD10	12.5	GFI3	10.5
AD11	39	GFII4	4
AD12	5.5	GFII5	8
AD13	0	GFII6	19.5
AD14	0	GFII7	32.5
AD15	0	GFIII8	0
AD16	0	GFIII9	28.5
AST1	0	GFIII10	4.5
AST2	0	GFIII11	14.5
AST3	0	GFIII12	3
AST4	1	GFIV13	6
AST5	27.5	GFIV14	10.5
AST6	42	GFIV15	1.5
AST7	15.5	GFIV16	15
AST8	27	GFIV17	
Total 469.5			

Results of the 2019 benchmarking exercise

Job type (sub-)category	Percentage of staff
Administrative support and coordination	19.11%
Administrative support	18.45%
Coordination	0.67%
Operational	71.07%
Top-level operational coordination	4.33%
Programme management and implementation	54.59%
Evaluation and impact assessment	0.00%
General operational	12.15%
Neutral	9.82%
Finance/control	9.82%
Linguistics	0.00%
Total	**100.00%**

Annex 3
Implementation of the 2019 work programme by objectives and expected outputs/results

This annex presents, in detail, the activities contained within the work programme for 2019 and how they were carried out during the course of the year. It is **available online**.

Annex 4
Key performance indicators

This annex is **available online**.

Annex 5
Key external events, conferences and meetings

This annex is **available online**.

Annex 6
Members of the EMCDDA's statutory bodies

Management Board

The Management Board consists of one representative from each Member State, two representatives of the European Commission, two independent experts who are particularly knowledgeable in the field of drugs, designated by the European Parliament, and one representative from each country that has concluded an agreement with the EMCDDA (i.e. Norway and Turkey). Non-voting observers, such as those from international organisations with which the agency cooperates, may also be invited to Management Board meetings.

Country/organisation	Member	Substitute
Belgium	Claude GILLARD	Vladimir MARTENS
Bulgaria	Tsveta Nikolaeva RAYCHEVA	Zahari Nikolov ZARKOV
Czechia	Jamila VEDRALOVÁ	Lucia KISSOVA
Denmark	Lars PETERSEN	Sofie DENCKER
Germany	Daniela LUDWIG	Stephan BRANDT
Estonia	Anna-Liisa PÄÄSUKENE	Ain PEIL
Ireland	Jim WALSH	Eamon KEENAN
Greece	Christos KOUIMTSIDIS	Gerasimos PAPANASTASATOS
Spain	María Azucena MARTÍ PALACIOS	Elena ALAVAREZ MARTÍN
France	Laura d'ARRIGO (Chair)	Nicolas PRISSE
Croatia	Željko PETKOVIĆ	Sanja MIKULIĆ
Italy	Maria CONTENTO	Elisabetta SIMEONI
Cyprus	Stelios SERGIDES	Maria AFXENTIOU
Latvia	Dzintars MOZGIS	
Lithuania	Inga JUOZAPAVIČIENĖ	Gražina BELIAN
Luxembourg	Xavier POOS	Alain ORIGER
Hungary	Mónika SZÁSZIK	Ibolya CSÁKÓ
Malta	Richard MUSCAT	Marilyn CLARK
Netherlands	Victor SANNES	
Austria	Franz PIETSCH (Vice-Chair)	Raphael BAYER
Poland	Piotr JABŁOŃSKI	Bogusława BUKOWSKA
Portugal	João GOULÃO	Manuel CARDOSO
Romania	Constantin NEGOIȚĂ	Critian DUȚĂ
Slovenia	Vesna-Kerstin PETRIČ	Jože HREN
Slovakia	Nadežda LOBODÁŠOVÁ	Eva DEBNÁROVÁ
Finland	Elina KOTOVIRTA	Kari PAASO
Sweden	Johan CARLSON	David LORENTZON
United Kingdom	Rosanna O'CONNOR	Lauren COMBER
European Commission	Paraskevi MICHOU and Olivier ONIDI	Laurent MUSCHEL and Floriana SIPALA or Wojciech KAŁAMARZ
European Parliament	Meni MALLIORI and Tomas ZABRANSKY	Wolfgang GÖTZ
Norwegian representatives	Lilly Sofie OTTESEN	Hege Christina BREDESEN
Turkish representatives	Ibrahim H. SEYDIOĞULLARI	Murat SARIGÜZEL

Observers

Scientific Committee	Anne Line BRETTEVILLE-JENSEN
Reitox spokesperson	Lies GREMEAUX
UNODC	Gilberto GERRA
Council of Europe Pompidou Group	Denis HUBER
WHO	Carina FERREIRA BORGES

Executive Committee

The Management Board is assisted by an Executive Committee. The Executive Committee is made up of the Chair and the Vice-Chair of the Management Board, two other members of the Management Board representing the Member States and appointed by the Management Board, and two representatives of the European Commission. The Executive Committee prepares and follows up the decisions of the Management Board and assists and advises the EMCDDA Director.

Laura d'ARRIGO	France (Chair of the Management Board)
Franz PIETSCH	Austria (Vice-Chair of the Management Board)
Xavier POOS	Luxembourg
João GOULÃO	Portugal
Claude GILLARD	Belgium (Chair of the Budget Committee, observer)
Two representatives of the European Commission	

Scientific Committee

The members of this committee are selected for their independence and proven expertise in a particular field/speciality, as indicated below.

Field/speciality	Scientific Committee Member(s)
Basic biological, neurobiological and behavioural research	Fernando RODRIGUEZ de FONSECA
	Rainer SPANAGEL
Drug policy	Henri BERGERON
	Anne Line BRETTEVILLE-JENSEN
	Krzysztof KRAJEWSKI
Population-based research	Catherine COMISKEY
	Paul DARGAN
	Dirk J. KORF
	Matthew HICKMAN
Supply, supply reduction	Letizia PAOLI
Demand reduction	Gerhard BÜHRINGER
	Marina DAVOLI
	Fabrizio FAGGIANO
	Gabriele FISCHER
	Henk GARRETSEN

Annex 7
Use of the available resources

Notes: All amounts in this annex are given in euros. This annex lists the agency's overheads (i.e. appropriations for cost/expenditure for activities, equipment, infrastructure and staff that indirectly aim to implement the EMCDDA mission/task/work programme, as their immediate aim is to support operational activities and staff). They are distributed among operational activities in proportion to the human resources assigned for the implementation of these activities.

Main areas

Work programme action areas	Main actors for implementation/cost objects (see Annex 1)	Assigned human resources (full-time equivalent/year)					Initial allocation of budget resources — non-assigned appropriation			Final allocation of budget resources — non-assigned appropriation			Executed budget — non-assigned appropriation		
		Officials	Temporary agents	Contract agents	Seconded national experts	Total human resources	Direct cost of operations	Indirect costs of operations	Total budget	Direct cost of operations	Indirect costs of operations	Total budget	Direct cost of operations	Indirect costs of operations	Total budget execution
Main area 1: health	HEA, SAS, SDI, RTX&EP, COM, ICT, DIR/EXO	2.55	23.1	11.75	0	37.4	3 552 090	1 638 599	5 190 689	3 775 393	1 416 097	5 191 490	3 775 311	1 416 066	5 191 376
Main area 2: security	SAS, SDI, HEA, RTX&EP, COM, ICT, DIR/EXO	0.5	8.9	2.95	1	13.35	2 108 070	972 464	3 080 534	2 240 594	840 415	3 081 009	2 240 545	840 397	3 080 942
Main area 3: business drivers	DIR/EXO, SDI, COM, RTX&EP, ADM, ICT, HEA, SAS	5.95	32	14.3	0	52.25	5 267 262	2 429 817	7 697 079	5 598 390	2 099 877	7 698 267	5 598 268	2 099 831	7 698 099
Total		**9**	**64**	**29**	**1**	**103**	**10 927 422**	**5 040 880**	**15 968 302**	**11 614 377**	**4 356 389**	**15 970 766**	**11 614 124**	**4 356 294**	**15 970 418**

Statement of financial performance

Economic outturn account	2019	2018	Variation
Contributions of European Free Trade Association countries belonging to the European Economic Area	412 372.68	412 932.41	-559.73
Recovery of expenses	18 983.47	34 399.08	-15 415.61
Revenues from administrative operations	291 102.31	276 550.49	14 551.82
Other operating revenue	16 115 578.36	15 591 436.84	524 141.52
Total operating revenue	**16 838 036.82**	**16 315 318.82**	**522 718.00**
Administrative expenses	-13 220 176.69	-12 892 148.92	-328 027.77
All staff expenses	-10 934 223.41	-10 343 817.11	-590 406.30
Fixed asset related expenses	-305 135.65	-274 773.02	-30 362.63
Other administrative expenses	-1 980 817.63	-2 273 558.79	292 741.16
Operational expenses	-4 409 442.54	-4 187 441.16	-222 001.38
Other operational expenses	-4 409 442.54	-4 187 441.16	-222 001.38
Total operating expenses	**-17 629 619.23**	**-17 079 590.08**	**-550 029.15**
Surplus/(deficit) from operating activities	**-791 582.41**	**-764 271.26**	**-27 311.15**
Financial revenues	2 806.88	0.66	2 806.22
Financial expenses	-1 392.27	-4 713.78	3 321.51
Surplus/(deficit) from non-operating activities	**1 414.61**	**-4 713.12**	**6 127.73**
Surplus/(deficit) from ordinary activities	**-790 167.80**	**-768 984.38**	**-21 183.42**
Economic outturn for the year	**-790 167.80**	**-768 984.38**	**-21 183.42**

EMCDDA 2019 budget execution by nature of expenditure

Commitment appropriations

Title	Description	EUR
1	**Expenditure relating to persons working with the EMCDDA**	
	Staff in active employment	10 756 057.90
	Other staff-related expenditure (exchange of officials, etc.)	0.00
	Total under Title 1	**10 756 057.90**
2	**Expenditure for support activities**	
	Investment in immovable property, rental of buildings and associated costs	864 598.36
	Data processing	467 351.29
	Movable property and associated costs	57 078.00
	Current administrative expenditure + postal charges and telecommunications	65 709.98
	Socio-medical infrastructure	15 400.04
	Total under Title 2	**1 470 137.67**
3	**Expenditure for operational activities**	
	Statutory meetings	146 823.74
	Expenditure on formal and other meetings + representatives' expenses	357 135.67
	Studies, surveys, consultations	451 941.78
	Publishing and translations	495 354.11
	Reitox — European network on drugs and drug addiction	2 060 602.63
	Missions	238 384.69
	Total under Title 3 — Section 1.01	**3 750 242.62**
	Section 1.02 — Total core budget	**15 976 438.19**
	Section 1.03	
4	**Expenditure relating to other subsidies**	
	EU financing of specific projects	
	4a. IPA 6: financing for implementing pre-accession strategy	106 635.78
	4b. IPA 7: financing for implementing pre-accession strategy	147 405.33
	4c. EU4MD	927 737.15
5	**Other expenses (reserve)**	**0.00**
Total budget		**17 152 196.22**

Notes: The amounts encompass (1) budget appropriations for the current year (C1) and (2) appropriations resulting from internal assigned revenue incurred in 2019 (C4). The amounts committed under Titles 4a, 4b and 4c contain commitment appropriations and, where this was the case, are carried forward from the previous year.

Execution of budget: credit consumption, 2019

Commitment appropriations

Title	Description	Fund source (*)	% consumption of available credits
1	Staff	C1	100.00
2	Expenditure for support activities	C1	100.00
3	Expenditure for operational activities	C1	99.99
4a	Expenditure relating to IPA 6	R0	97.53
4b	Expenditure relating to IPA 7	R0	14.74
4c	EU4MD	R0	77.48
Total consumption of core budget (Titles 1, 2 and 3)			**100.00**

Note: (*) C1 refers to EMCDDA main budget (EU subsidy: European Commission DG HOME + Norway and Turkey's contributions); R0 refers to external assigned revenue projects (namely IPA 6, IPA 7 and EU4MD) all granted by DG NEAR of the European Commission.

Balance sheet: assets

Assets	31 December 2019	31 December 2018	Variation
A. Non-current assets			
Intangible assets	495 124.77	435 941.94	59 182.83
Property, plant and equipment	69 942.19	97 460.74	-27 518.55
Computer hardware	215 361.63	317 295.55	-101 933.92
Furniture and vehicles	29 965.83	37 816.26	-7 850.43
Long-term pre-financing	0.00	114 022.25	-114 022.25
Total non-current assets	**810 394.42**	**1 002 536.74**	**-192 142.32**
B. Current assets			
Short-term pre-financing	121 363.75	469 486.13	-348 122.38
Short-term receivables	364 100.70	436 020.23	-71 919.53
Current receivables	137 513.87	199 743.89	-62 230.02
Other (sub-total)	210 586.83	236 276.34	-25 689.51
Accrued income	0.00	0.00	0.00
Deferred charges	210 586.83	236 276.34	-25 689.51
Short-term receivables with consolidated entities	16 000.00	0.00	16 000.00
Cash and cash equivalents	2 048 742.85	723 896.86	1 324 845.99
Total current assets	**2 534 207.30**	**1 629 403.22**	**904 804.08**
Total	**3 344 601.72**	**2 631 939.96**	**712 661.76**

Balance sheet: liabilities

Liabilities	31 December 2019	31 December 2018	Variation
Liabilities			
Net assets	858 779.62	1 648 947.42	-790 167.80
Accumulated surplus/deficit	1 648 947.42	2 417 931.80	-768 984.38
Economic outturn for the year — profit+/loss-	-790 167.80	-768 984.38	-21 183.42
Total net assets	**858 779.62**	**1 648 947.42**	**-790 167.80**
Current liabilities			
Current liabilities — accounts payable	2 485 822.10	982 992.54	1 502 829.56
Current payables	218 817.77	64 943.81	153 873.96
Other	824 496.09	823 051.45	1 444.64
Accrued charges	823 626.97	821 223.98	2 402.99
Deferred income	869.12	1 827.47	-958.35
Accounts payable with consolidated EU entities	1 442 508.24	94 997.28	1 347 510.96
Pre-financing received from consolidated EU entities	1 442 508.24	94 997.28	1 347 510.96
Total current liabilities	**2 485 822.10**	**982 992.54**	**1 502 829.56**
Total	**3 344 601.72**	**2 631 939.96**	**712 661.76**

Budget outturn account for the financial year 2019

Budget outturn account		2019	2018
Revenue			
Balancing European Commission subsidy	+	15 286 600.00	15 445 600.00
Other subsidy from European Commission (IPA 6)	+	2 197 414.00	
Fee income	+		
Other income (Norway contribution + Turkey contributuon + C4 internal assigned revenues + bank interests amending budget Nos 1 and 2)	+	711 635.04	723 882.64
Total revenue (a)		**18 195 649.04**	**16 169 482.64**
Expenditure			
Title 1: Staff			
Payments	-	11 072 683.72	10 445 666.13
Appropriations carried over	-	738 035.39	58 870.35
Title 2: Administrative expenses			
Payments	-	1 228 585.47	1 102 888.05
Appropriations carried over	-	259 311.52	300 736.67
Title 3: Operating expenditure			
Payments	-	4 224 260.02	4 461 067.47
Appropriations carried over	-	779 961.46	95 545.65
Total expenditure (b)		**18 302 837.58**	**16 464 774.32**
Outturn for the financial year (a-b)		**-107 188.54**	**-295 291.68**
Cancellation of unused payment appropriations carried over from previous year (C8 Titles 1 and 2)	+	12 561.07	27 093.70
Adjustment for carry-over from the previous year of appropriations available at 31 December arising from assigned revenue	+	109 337.88	322 278.86
Exchange differences for the year (gain +/loss -)	+/-	99.01	-1 911.27
IPA 6 final balance to be reimbursed to the European Commission DG NEAR at 31 December 2019		2 702.10	-28 768.80
Norway pro rata 2019		-540.86	-722.89
Turkey pro rata 2019		-319.26	-426.63
Cancellation of amounts non-reusables		3 987.43	
Balance of the outturn account for the financial year		**20 638.83**	**22 251.29**
Balance year N-1	+/-	22 251.29	189 763.80
Positive balance from year N-1 reimbursed in year N to the European Commission	-	-22 251.29	-189 763.80
Result used for determining amounts in general accounting		**20 638.83**	**22 251.29**
Commission subsidy — agency registers accrued revenue and European Commission accrued expense		**15 265 961.17**	**15 423 348.71**
Pre-financing remaining open to be reimbursed by agency to the European Commission in year N+1		**20 638.83**	**22 251.29**

Note: Not included in the budget outturn — interest generated by 31 December year N on the European Commission balancing subsidy funds and to be reimbursed to the European Commission (liability) (+).

Lisbon: EMCDDA, 2020
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doi:10.2810/311765 | ISBN 978-92-9497-450-1 | ISSN: 1725-4558 | Catalogue number: TD-AB-20-001-EN-N

This publication is only available in electronic format.

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TD-AB-20-001-EN-N

About this report

The *General Report of Activities* is an annual publication providing a detailed progress report of the EMCDDA's activities over a 12-month period. It catalogues the Centre's achievements in each area of its annual work programme. The report is a useful information source for all those seeking comprehensive information on the Centre and its work.

About the EMCDDA

The European Monitoring Centre for Drugs and Drug Addiction is the hub of drug-related information in Europe. Its mission is to provide the European Union and its Member States with 'factual, objective, reliable and comparable information' on drugs and drug addiction and their consequences. Established in 1993, it opened its doors in Lisbon in 1995, and is one of the European Union's decentralised agencies. The Centre offers policymakers the evidence base they need for drawing up drug laws and strategies. It also helps professionals and researchers pinpoint best practice and new areas for analysis.

Publications Office
of the European Union

ISBN 978-92-9497-450-1